
THE INFLUENCE OF PERSONALITY AND ORGANIZATIONAL SUPPORT ON CUSTOMER SERVICE ORIENTATION WITH JOB STRESS AS A MEDIATOR AT PUSKESMAS SEGIRI SAMARINDA

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ABSTRACT

This study aims to examine the influence of Personality and Organizational Support on Customer Service Orientation (CSO), with Job Stress acting as a mediating variable at Puskesmas Segiri Samarinda, East Kalimantan, Indonesia. The research employs a quantitative approach using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). Data was collected through a survey of 100 respondents who were visitors or patients at the health center, selected using incidental sampling. The results indicate that Personality and Organizational Support have a significant effect on Job Stress and Customer Service Orientation. Specifically, positive personality traits and strong organizational support were found to influence the level of job stress experienced by employees, which in turn affects their service orientation. The study confirms that Job Stress plays a significant mediating role; it bridges the relationship between individual/organizational factors and the quality of service provided. Theoretically, these findings support the behavioral strain theory in the context of public health services. Practically, the study suggests that to improve service orientation, the management of Puskesmas Segiri must not only focus on technical skills but also consider employee personality profiles during recruitment and provide robust organizational support to manage work-related stress effectively.

Keywords: Personality, Organizational Support, Customer Service Orientation, Job Stress, Public Health Center, SEM-PLS.

1. INTRODUCTION

In the modern work environment, particularly within the public service sector, Customer Service Orientation (CSO) has emerged as a core competency determining the success of interactions between providers and users. In the context of public health services, such as Public Health Centers (Puskesmas), CSO is not merely an additional attribute but a foundation for building public trust and satisfaction. Zeithaml et al. (2010) explain that customer service orientation is a crucial component of service quality, reflecting an organization's commitment to providing superior service through employee empowerment and culture. However, implementing optimal service orientation faces significant challenges. Puskesmas Segiri, located in Samarinda City, experiences

a high volume of patient visits daily. This condition creates substantial challenges for health workers, particularly in maintaining service orientation amidst a high workload.

The dynamics of work and pressure in complex services have the potential to trigger job stress among health workers, which can subsequently degrade the quality of their interaction with patients. Job stress acts as a critical factor that can inhibit the display of quality service behavior. When job stress is high, individuals may lose patience, become less communicative, or show unprofessional attitudes. Vandiya and Hidayat (2019) note that work stress is often unavoidable due to high job demands or deadlines, which can negatively impact performance. Consequently, job stress is hypothesized to act as a mediator bridging the relationship between individual/organizational factors and CSO.

The improvement of service quality is inextricably linked to two major antecedents: internal individual factors and external organizational factors. The internal factor, specifically Personality, influences how individuals interact with patients and colleagues. Personality is defined as the overall way in which an individual reacts to and interacts with others, creating a unique and consistent trait (Robbins & Judge, 2014). Traits such as openness, emotional stability, and agreeableness are known to increase the tendency to provide better service. Empirical studies, such as those by Pancarani (2018) and Hamid et al. (2021), have consistently shown that strong personality traits (hardiness) have a significant negative effect on job stress, thereby supporting better work performance.

Meanwhile, Organizational Support plays a pivotal external role. Perceived Organizational Support (POS) refers to employees' global beliefs concerning the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Support in the form of supervision, training, adequate facilities, and recognition can enhance employee motivation and commitment to service. Research by Gustyana et al. (2018) indicates that high organizational support is associated with lower job stress and higher productivity. Additionally, Purwaningtyas and Septyarini (2021) found that organizational support positively affects productivity and self-efficacy.

While many studies have examined service quality in hospitals, fewer studies comprehensively analyze the linkage of personality, organizational support, and CSO within the specific dynamic of a Puskesmas. Research conducted specifically at Puskesmas Segiri Samarinda is essential to provide a contextual understanding of these variables. Therefore, this study aims to empirically analyze the influence of Personality and Organizational Support on Customer Service Orientation, with Job Stress functioning as a mediating variable

2. LITERATURE

2.1. Personality and Job Stress

Personality reflects the overall way an individual reacts to and interacts with others, characterized by unique and consistent traits. In the workplace, personality serves as an internal determinant influencing how employees respond to pressure. Individuals with mature, emotionally stable, and hardy personalities are more capable of viewing work pressure as a challenge rather than a threat. Empirical studies support this relationship; Pancarani (2018) found that hardy personality traits have a significant negative effect on job stress, meaning individuals with strong personalities are better at managing pressure. Similarly, Hamid et al. (2021) confirmed that personality traits significantly influence the stress levels of nurses in psychiatric hospitals.

2.2. Organizational Support and Job Stress

Perceived Organizational Support (POS) is defined as the extent to which employees believe the organization values their contributions and cares about their well-being. According to the Job Demands-Resources (JD-R) model, organizational support acts as a psychosocial resource that strengthens individual resilience against work demands. When support—such as supervision, facilities, and recognition—is high, the psychological burden on employees decreases. Research by Purwaningtyas and Septyarini (2021) and Gustyana et al. (2018) consistently shows a significant negative relationship between organizational support and job stress, where higher support correlates with lower stress levels.

2.3. Job Stress and Customer Service Orientation

Job stress is a condition of tension creating a physical and psychological imbalance, affecting an employee's emotions and thought processes. Customer Service Orientation (CSO) requires empathy, patience, and effective communication. However, high levels of stress can lead to emotional exhaustion, reducing an employee's capacity to maintain these interpersonal behaviors. Wibowo and Riana (2015) found that job stress negatively affects employee performance and behavior. In the context of public health services, unmanaged stress can hinder staff from providing responsive and humanistic service.

2.4. The Mediating Role of Job Stress

Job stress acts as a critical mechanism explaining how internal and external factors influence service behavior. Personality influences CSO not only directly but also indirectly by determining susceptibility to stress. Employees with positive personality traits are less prone to stress, thereby maintaining better service orientation. Similarly, organizational support reduces stress, creating a psychological state that allows employees to perform optimal service. Thus, stress mediates the relationship between antecedents (personality and support) and the outcome (CSO).

2.5. Hypotheses

Based on the literature review, the following hypotheses are proposed:

H1: Personality has a significant effect on Job Stress.

H2: Organizational Support has a significant effect on Job Stress.

H3: Job Stress has a significant effect on Customer Service Orientation.

H4: Personality has a significant effect on Customer Service Orientation.

H5: Organizational Support has a significant effect on Customer Service Orientation.

H6: Personality has a significant effect on Customer Service Orientation mediated by Job Stress.

H7: Organizational Support has a significant effect on Customer Service Orientation mediated by Job Stress.

2.6. Conceptual Framework

The conceptual framework illustrates the relationships between Personality and Organizational Support as independent variables, Job Stress as the mediating variable, and Customer Service Orientation as the dependent variable.

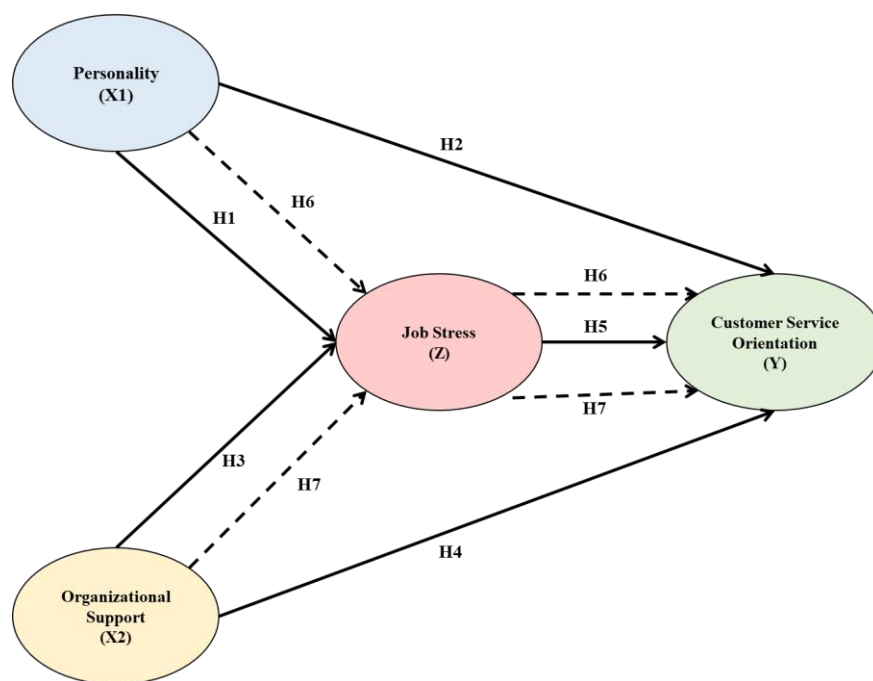


Figure 1: Conceptual Framework

3. MATERIALS AND METHODS

3.1 Study Area

This study was conducted at Puskesmas Segiri, located at Jl. Ramanian 2, RT. 47 No. 12, Kelurahan Sidodadi, Samarinda Ulu District, Samarinda City, East Kalimantan Province. As a primary healthcare facility, Puskesmas Segiri plays a strategic role in providing preventive, promotive, curative, and rehabilitative services to the community in its working area.

3.2 Research Approach and Design

The study adopted a quantitative research approach using an explanatory survey method. This design was chosen to explain the positions of the variables studied and to analyze the causal relationships between the independent variables (Personality and Organizational Support), the mediating variable (Job Stress), and the dependent variable (Customer Service Orientation) through hypothesis testing.

3.3 Population and Sampling

The population in this study comprised all community members visiting or seeking treatment at Puskesmas Segiri Samarinda. The sampling technique employed was incidental (accidental) sampling, a non-probability sampling method where anyone met by the researcher during the study

period who fit the criteria was selected as a respondent. The data collection period lasted for 20 days, with an average of 5 respondents per day, resulting in a total sample size of 100 respondents.

3.4 Data Analysis

Data collection utilized primary and secondary sources. Primary data were obtained directly through questionnaires distributed to respondents. The questionnaire employed a 5-point Likert scale ranging from 1 (Strongly Disagree/Very Negative) to 5 (Strongly Agree/Very Positive) to measure respondents' perceptions regarding the research variables. Secondary data were gathered from organizational documents, such as the profile of Puskesmas Segiri and relevant performance records.

The collected data were analyzed using Structural Equation Modeling (SEM) based on the Partial Least Squares (PLS) approach. PLS-SEM was selected because it is a powerful statistical method for predictive modeling and is capable of handling complex structural models with latent variables, even when data distribution does not meet rigid normality assumptions. The analysis process involved two main stages: evaluating the measurement model (outer model) to assess validity and reliability, and evaluating the structural model (inner model) to test the significance of path coefficients and research hypotheses.

4. RESULTS FINDINGS AND DISCUSSION

4.1 Demographic Information of Respondents

The study involved 100 respondents selected through incidental sampling at Puskesmas Segiri Samarinda. The characteristics of these respondents, including gender, age, and education level, are summarized in Table 1 below.

Table 1: Demographic Information of Respondents

Category	Label	Frequency	Percentage (%)
Gender	Male	28	28%
	Female	72	72%
Age	< 25 years	24	24%
	25 – 35 years	39	39%
	36 – 45 years	28	28%
	> 45 years	9	9%
Education	Diploma (D3)	23	23%
	Bachelor (S1)	68	68%
	Master (S2)	9	9%

Source: Field Data (2025)

The data reveals that the majority of respondents were female (72%). In terms of age, the largest group was the productive age range of 25–35 years (39%). Regarding educational background, the majority of respondents held a Bachelor's degree (S1), accounting for 68% of the sample.

4.2 Analysis Results

4.2.1. Model Fit and Quality Indices

The evaluation of the measurement model (Outer Model) indicated that all variables met the validity and reliability requirements. The Average Variance Extracted (AVE) for all constructs was above 0.50 (Personality: 0.636; Org Support: 0.650; CSO: 0.648; Job Stress: 0.614). Furthermore, Composite Reliability and Cronbach's Alpha values for all variables exceeded the 0.70 threshold, indicating high internal consistency.

The structural model was evaluated using R-squared (R^2) values. The R^2 for Customer Service Orientation (CSO) was 0.603, indicating that 60.3% of the variability in CSO can be explained by Personality, Organizational Support, and Job Stress. Similarly, the R^2 for Job Stress was 0.600, suggesting that 60% of the variance in job stress is influenced by Personality and Organizational Support. These values are categorized as strong.

4.2.2. Path Coefficients and Hypothesis Testing

The hypothesis testing was conducted using the bootstrapping method in SmartPLS. The results of the direct and indirect effects are presented in Table 2.

Table 2: Hypothesis Testing Results

Hypothesis	Path	Path Coefficient (β)	T-Statistic	P-Value	Decision
H1	Personality → Job Stress	0.388	3.482	0.001	Accepted
H2	Org. Support → Job Stress	0.527	4.967	0.000	Accepted
H3	Job Stress → CSO	0.368	2.470	0.014	Accepted
H4	Personality → CSO	0.291	2.248	0.025	Accepted
H5	Org. Support → CSO	0.250	2.730	0.006	Accepted
H6	Personality → Job Stress → CSO	0.143	2.035	0.042	Accepted
H7	Org. Support → Job Stress → CSO	0.194	2.198	0.028	Accepted

Source: Field Data (2025)

4.3 Discussion

4.3.1 The Influence of Personality and Organizational Support on Job Stress

The results confirm that Personality has a significant effect on Job Stress ($\beta=0.388$, $p<0.05$). This aligns with findings that individual characteristics, such as emotional stability and self-control, play a crucial role in determining how employees respond to pressure. Employees with mature personalities are better equipped to manage workplace demands. Additionally, Organizational Support shows a strong significant influence on Job Stress ($\beta=0.527$, $p<0.001$). This supports the notion that support in the form of facilities, supervision, and appreciation acts as a resource that helps employees cope with work demands, thereby influencing their stress levels.

4.3.2 The Influence on Customer Service Orientation (CSO)

Both Personality ($\beta =0.291$) and Organizational Support ($\beta=0.250$) have a significant direct positive effect on CSO16. This indicates that employees who possess positive personality traits (friendliness, empathy) and who feel supported by their organization are more likely to demonstrate high service orientation. Furthermore, Job Stress was found to significantly influence CSO ($\beta =0.368$). This suggests that the psychological condition of the employee is a determinant factor in their ability to deliver patient-oriented service.

4.3.3 The Mediating Role of Job Stress

The study confirms the mediating role of Job Stress. H6 indicates that Job Stress mediates the relationship between Personality and CSO ($\beta =0.143$, $p=0.042$). This implies that personality influences CSO not only directly but also by shaping how individuals experience stress. Similarly, H7 confirms that Job Stress mediates the relationship between Organizational Support and CSO ($\beta = 0.194$, $p=0.028$). This demonstrates that organizational support improves service orientation partly by regulating the stress levels of employees. When employees feel supported, their psychological burden decreases, enabling them to focus better on serving patients.

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

This study concludes that both Personality and Organizational Support play a pivotal role in determining the level of Job Stress and, subsequently, the Customer Service Orientation (CSO) of employees at Puskesmas Segiri Samarinda. The empirical findings demonstrate that employees with stable, adaptive personalities and those who perceive strong support from the organization experience lower levels of job stress. Furthermore, job stress acts as a significant mediator; when stress is managed effectively through internal personality traits and external organizational support, employees are more capable of demonstrating empathy, responsiveness, and professionalism toward patients. Therefore, improving service quality in public health centers requires a holistic approach that addresses both individual psychological factors and the organizational environment.

5.2.Recommendations

Based on the findings, several recommendations are proposed for the management of Puskesmas Segiri and similar health institutions:

1. **Strengthen Organizational Support:** Management should enhance support mechanisms by improving work facilities, ensuring clear supervision, and providing recognition for employee performance. Responsive policies regarding workload distribution are essential to minimize stress.
2. **Implement Stress Management Programs:** Regular interventions such as stress management training, mindfulness workshops, or employee assistance programs (counseling) should be introduced to help staff build psychological resilience.
3. **Personality-Based HR Strategies:** Recruitment and placement processes should consider personality profiles to ensure a fit between the individual's character and the high interpersonal demands of health service roles.
4. **Foster a Service Culture:** Continuous training on interpersonal communication and empathy is necessary to reinforce a patient-centered culture.

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