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## JOB SATISFACTION AND SUPERVISORY SUPPORT

**Mohamed Ali Ben Matug**

Kastamonu University

Faculty of Economics and Administrative Sciences

Department of Management, Turkey

### **Abstract**

The concept of job satisfaction has acquired its significance through the proven impacts and relationships with other important business and human resource management indicators, such as performance, organizational relationships, organizational commitment, turnover and efficiency. Through literature research, it can be noticed that the interrelationships within the organization on the personal and professional levels are influential in determining the level of job satisfaction. Therefore, this research reviews several sources in the literature on the effects of supervisory support on job satisfaction. Different results from the literature are summarized to understand the relationship and its extents. The findings of the literature indicate a positive relationship between the two variables with moderate to strong impacts.

**Keywords:** human resource management, job satisfaction, supervisory support

### **INTRODUCTION**

Job satisfaction has been at the center of human resource research since decades as a major indicator of the healthiness of the work environment and the wellbeing of employees. Therefore, several studies have targeted studying the relationship between the concept of job satisfaction and the determinants that have positive or negative impacts on it. Through the different studies, it is evident that the work environment and the relationships between management and employees, as well as co-worker relationships affect the levels of job satisfaction. Different models have been established to understand the affecting factors. While some models focused on the incentives of different types that are provided for the employees to maintain



their satisfaction, other models compiled a wider range of factors that extended to personal, professional and managerial factors.

The current research highlights the relationship and impact of supervisory support on job satisfaction, especially that the majority of studied considered different range of factors in studying the concept. The majority of research has proven the positive effects of a high satisfaction level on employees and organizational performance indicators, as well as loyalty, commitment and turnover rates. This study aims to understand the extent of impact of supervisory support on job satisfaction and relationship between the two factors through reviews and empirical studies in the literature.

### **JOB SATISFACTION**

There is no specific solid definition of job satisfaction; however, there are a few definitions that were provided in the literature in order to approximate the most suitable meaning of the concept. Hoppock (1935) have put the term as the overall factors; environmental, physiological and psychological that leads to the vocal and behavioral expression of job satisfaction. In this definition, job satisfaction is a result of the combination of the several external factors in order to produce the final satisfaction feeling by the employee. Davis and Nestrom (1985) defined job satisfaction as the total of negative and positive emotions that the employee has towards his job, taking into consideration the experiences, needs and desires that accompany the business operations, and subsequently reflect onto behaviors in the workplace. Kaliski (2007) correlates job satisfaction to the sense of achievement of the worker in his role within the company and the level of success that is reached so far in it. The author presented the personal well-being of the employee, as well as productivity, as the most important indicators of job satisfaction.

Job satisfaction was given a great significance in business studies and practical applications due to its relationship to important definitions in corporate human resources, such as absenteeism and loyalty. Moreover, employees have the need to feel that they are treated fairly by the organization and respected by its members and the surrounding community. Thus, assessing job satisfaction can uncover other



issues that cannot be easily evaluated. Additionally, there is evidence that job satisfaction is correlated to employee's performance and efficiency, which are important indicators in operational and organizational performance. Therefore, job satisfaction can serve as an important indicator of measures and changes that are required in the organization to enhance performance or the workplace environment (Spector, 1997).

Several models provided an attempt to understand the factors that affect job satisfaction. Christen et al. (2006) presented a model based on correlations between the environmental and professional job factors, which affect the employee's performance, and subsequently job satisfaction. Nonetheless, the model states that issues in understanding the role responsibilities and value affect negatively the level of job satisfaction. Lawler and Porter (1967) correlated job satisfaction with the different types of rewards given to the employees. The authors divided rewards into intrinsic and extrinsic types, which emerge from the performance of the individual and the team within the organization.

Locke and Latham (1990) provided a more complex model that treats reaching the required job satisfaction depends initially on the goals and the efficiency levels that are set as targets by the organization, which then determine the performance level of the employees and the rewards that they receive as incentives to maintain their performance levels. As a result, a certain job satisfaction level is yielded, impacting the commitment level given back to the organization towards the set targets. Rue and Byars (2003) listed eight factors that affect job satisfaction; supervisor's concern and support, job design, compensation, working environment and conditions, social relationships, perceived career opportunities, opportunities perceived in other organizations, and the inspiration and achievement levels within the organization. The authors also confirmed that job satisfaction has an impact on organizational commitment and the turnover levels of the employees. Herzberg (1966) added to the factors that affect job satisfaction organizational policies and job security levels in a theory of job satisfaction called the motivation and hygiene theory.

Mishra (2013) divided the factors affecting job satisfaction into three categories according to its source of control or impact, as shown in FIGURE 1. The first group of factors are personal factors, such as gender, age, education and time of job. The second category is professional job factors, such as type of work, required skills, occupational status, and responsibility. The third category of factors is controlled by management, including compensation, working conditions, benefits, security and opportunity for promotion.

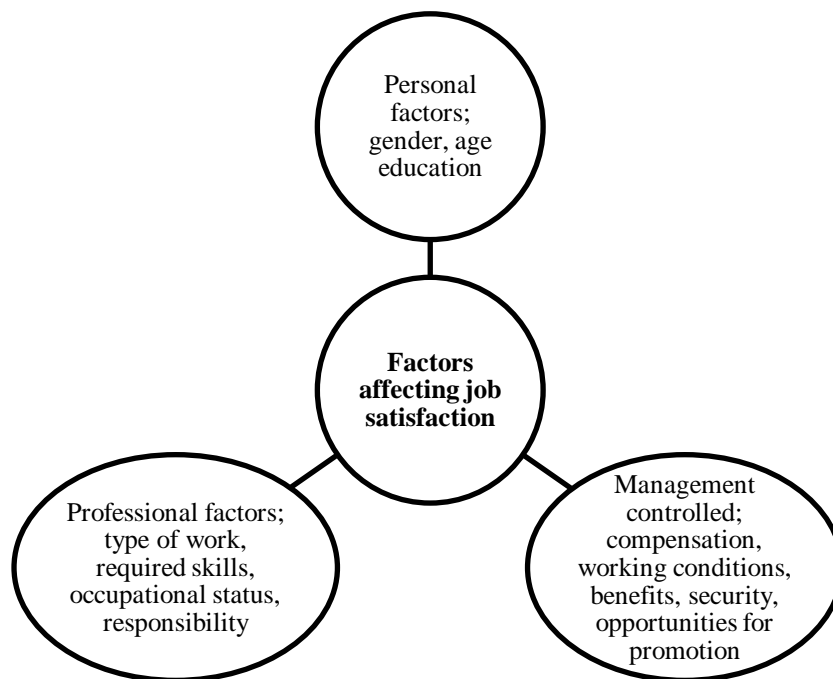


FIGURE 1: factors affecting job satisfaction (Mishra, 2013)

The assessment of job satisfaction combines many of the models that were reviewed previously with statements evaluated on a Likert satisfaction scale. The indicators used in the evaluation include working conditions, variety of tasks, supervision technical support, supervision human relationships, responsibility, recognition and reward, social status, social service, job security, independence, creativity, moral values, compensation, company policies, authority, advancement, activity, achievement and co-worker relationships (Aziri, 2011).



Javed, et al. (2014) assessed the determinants of job satisfaction and their impacts on employees' turnover and performance. The research established hypotheses that study the relationship between job satisfaction and each of employee's loyalty, employee's intention to leave the organization, and job performance. The hypotheses also included studying the impact of perception towards the workplace environment and employee empowerment on job satisfaction. The regression model analysis that was performed on a sample of 200 employees in India showed that workplace environment and employee empowerment have positive effects on job satisfaction, while job satisfaction had positive impacts on job loyalty, job performance and turnover. The findings also show that job performance and employee empowerment had no significant impact on the turnover of the employees.

Lee, et al. (2017) implemented a study of job satisfaction measurement and its impact on turnover of early career employees on thirty companies in China. The research included more than 400 employees of different demographical categories. The correlational analysis found moderate to strong correlations between the different factors impacting job satisfaction, which are salary and welfare, work conditions, supervisory behavior, personal growth, interpersonal relationships and job competency. The results were all found significant using a factor analysis. Job satisfaction was found influential on the turnover rate of the employees.

Inuwa (2016) studied the relationship and impact between employee performance and job satisfaction on two hundred and fifty non-academic employees in a University. A moderate correlation was found between the two main factors, while the regression analysis yielded an R-square value of 0.444 at a 0.001 significance level. The results were presented as an evidence on the relationship between the two factors and the impact of change in one on the other.

Shaju and Subhashini (2017) performed a similar study on India automotive organization with a sample size of 80 respondents. Several factors were considered for job satisfaction, including job-related factors, psycho-social factors, economic factors and national growth factors. The correlational analysis showed moderate to strong correlations between job satisfactions factors and strong relationships



between those factors and employee's performance. The findings are another evidence on the significance of job satisfaction on impacting performance within the organization.

## **SUPERVISORY SUPPORT AND ITS RELATIONSHIP WITH JOB SATISFACTION**

The support of the supervisor is measured through the care given towards his or her employees; in terms of supporting their career goals, assisting them in their challenges, helping them to develop skills that are beneficial in their work, and showing them sympathy for their professional and personal concerns. Supervisory support is considered part of the organizational support, which are both measured through the perceptions of the employees. The role of the individual supervisor within the department and the organization has main streams; processes and systems, policies, culture and values, and performance standards. In order to support a high-performance management system, the supervisor has to be able to set goals and expectations from his or her employees, work for their learning and development process and establish efficient communication in order to be able to support, coach and monitor them (Cornelius, 2012).

The social exchange theory is one of the most important concepts that attempted to explain the relationship between the employee and the organization. The theory created a framework that clarifies the nature of the relationship, as well as the development of relationship between the employee and management, as explained by Blau (1964) and Gouldner (1960). The theory explains the balance established in professional and social relationships based on benefits and costs as perceived by people. Several factors interfere in the relationship, such as trust and satisfaction. Jeong and Oh (2017) proposed a framework for the social exchange theory, which is based on the communication quality between the social individuals, the extent of their opportunistic behavior, and the social and financial dependencies between them.

Achour, et al. (2017) studied the effect of work and family demands on the wellbeing of employees; and the role of supervisory support in this relationship.



The wellbeing of the employees included job, family and life satisfactions, while supervisory support included emotional support, instrumental support, flexible arrangements and leave policies. The research was applied on female members of the academic community in Malaysia. The analysis showed moderate correlations between supervisory support and wellbeing of the employees. In studying the effects of supervisory support statistically, an R square value of 0.232 was found as an impact on wellbeing. The result definitely suggests a positive relationship between the two concepts.

Latif and Gulzar (2011) investigated the effect of organizational support on supervisory support, and their impact on organizational commitment through a questionnaire instrument with hundred telecommunication employees in Pakistan. The correlational analysis showed weak to moderate positive relationships between the three variables, with significance at the 0.01 level. Moreover, the regression analysis showed that there are positive effects of organizational support and supervisory support on organizational commitment.

The previous studies show that the impact of supervisory support is important on many elements of business and human resource management concepts. Therefore, there is a potential impact of supervisory support on job satisfaction, which is reviewed through a summary table produced for the literature studies and their results on the subject. TABLE 1 shows studies addressing the relationship between job satisfaction and supervisory support from 1996 to 2018. All of the studies used empirical data collected through questionnaire instruments and evaluated on a Likert scale. The majority of the studies are performed in Turkey and the United States in different sectors and sample sizes. The most common statistical analyses used are correlational, regression models, then structural models, respectively. All results concluded in these studies suggest a correlational and effect relationships between the two variables. The extent of impact of supervisory support on job satisfaction varies between strong to moderate positive effect.



TABLE 1: Studies from the literature researched the relationship between supervisory support and job satisfaction

Authors	Year	Sample size	Sector/ Country	Analysis types	Significant statistical results	Relevant Conclusions
Kang, et al.	2015	30	Hospitality/ USA	Structural model	Beta = 0.35	Supervisory support affects career satisfaction moderately
Mohamed & Ali	2016	109	Telecom/ Malaysia	Pearson Correlation	r = 0.480	Moderate and positive correlation between supervisory support and job satisfaction
Kula & Guler	2014	216	Police/ Turkey	Regression coefficient	Beta = 0.61	Supervisory support has high positive influence on job satisfaction
Qureshi, et al.	2018	570	Healthcare/ Pakistan	Regression model	R <sup>2</sup> = 0.609	Supervisory support has a moderate and positive impact on job satisfaction
Uzun & Ozdem	2017	206	Education/ Turkey	Regression coefficient	Beta = 0.41	Supervisory support has high positive influence on job satisfaction
Gok, et al.	2015	549	Healthcare administration/ Turkey	Correlation and Regression model	r = 0.721 R <sup>2</sup> = 0.524	The relationship between supervisory support and job satisfaction has a strong positive nature. The effect of supervisory support on job satisfaction is positive and moderate
Gurkan, et al.	2015	317	Hospitality/ Turkey	Regression model	R <sup>2</sup> = 0.283	Supervisory support has a weak and positive impact on job satisfaction
Mathieu, et al.	2016	763	Manufacturing, services, railing/ Canada	Correlation and Regression model	r = 0.620 R <sup>2</sup> = 0.39	The relationship between supervisory support and job satisfaction has a moderate positive nature. The effect of supervisory support on job





						satisfaction is positive and moderate
Chen et al.	2012	S1: 206 S2: 111	Hospitality/ China	Pearson Correlation	S1: $r = 0.220$ S2: $r = 0.670$	Weak to Moderate and positive correlation between supervisory support and job satisfaction
McGilton, et al.	2007	222	Healthcare (LTC)/ Canada	Pearson Correlation	$r = 0.401$	Moderate and positive correlation between supervisory support and job satisfaction
Bishwajit, et al	2016	126	Healthcare/ Bangladesh	Pearson Correlation	$r = 0.320$	Moderate and positive correlation between supervisory support and job satisfaction
Griffin, et al.	2001	4708	Manufacturing/ UK	Structural model	Beta = 0.36	Supervisory support affects career satisfaction moderately
Babin & Boles	1996	261	Service (Restaurants)/ USA	Pearson Correlation	$r = 0.410$	Moderate and positive correlation between supervisory support and job satisfaction
Steinhardt, et al.	2003	178	Manufacturing/ USA	Pearson Correlation	$r = 0.540$	Moderate and positive correlation between supervisory support and job satisfaction
Mintz-Binder	2014	242	Academic/ USA	Spearman Correlation	$r = 0.450$	Moderate and positive correlation between supervisory support and job satisfaction

## CONCLUSIONS

In corporate and human resource management, job satisfaction is one of the most important drivers for employee performance; and subsequently organizational performance. Therefore, plenty of researches in the literature attempted to study the factors that increase job satisfaction, in addition to studying its effect on



performance, turnover and organizational commitment. Organizational and supervisory support are key human resource management practices that measure the involvement of the management in the professional and personal aspects of the employees. The impact of healthy supervisory support shows care and sympathy with the employees' challenges and issues; therefore, increasing their psychological and emotional empowerment. The current research reviewed the literature for the most important factors that affect job satisfaction with emphasis on supervisory support. A review of studies from 1996 to 2018 show that the correlational, regression and structural analyses performed on different samples sizes and in different countries have yielded similar results. The relationship between supervisory support and job satisfaction has positive correlation factors ranging from moderate to strong, while the impact of the supervisory support on job satisfaction has similar indications. Further research is recommended to investigate the specific factors and practices that are part of supervisory support that can have the highest impact for a positive job satisfaction level in the organization.

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