

# **A Review of Structural Relationship of the Factors that Influencing Job Satisfaction and Job Performance Literature: Mini-Review Approach**

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## **Abstract**

Numerous researchers have been paying more attention to organisational and occupational stress and its effect on job satisfaction and job performance. By utilising some reading materials, still exists the gap of study that recommends adding supervisor support. In line with these gaps, the present study seeks to understand the structural relationship of driver factors that influence job satisfaction and job performance. The mediating role of supervisor support on job satisfaction and job performance literature has collected from the various relevant sources. This study designed using a qualitative approach through review literature. Reviews on green and sustainable finance were conducted by reading and analysing 20 peer-reviewed journal articles and summarised in two tables, namely article journal and publisher distribution and article category on the basis of the subject. This study's results are that organisational and occupational stress has a significant effect on job satisfaction and job performance. Also, job satisfaction has a significant impact on job performance. Supervisor support has mediated the relationship between organisational and occupational stress on job satisfaction and job performance. We conclude that supervisor support plays an important role in increasing employee satisfaction and indirectly effect on job performance. Future study needs to examine the multigroup analysis and add other variables, such as workload, job stress, etc.

## **Keywords**

Organisational and occupational stress, job satisfaction, job performance, supervisor support

## **1. Introduction**

Stress defined as any emotional experience in line with biochemical, biology and physiology change that every human cannot prevent (Baum, 1990). In the era of complexity, every country around the globe tries to achieve competitive advantage. Each country is continually striving and competing in a developed country. The employees in the country certainly feel the pressure to achieve developed country. Work stress always associates with developed countries such as Canada, the United States, Japan, and the United Kingdom. One in four leaves their job in Canada due to job stress, while 73 % aged from 20 to 60 years in work stress. The report mentions that 23% of Canadians over the age of 15 stress every day and keep up to 30% among those aged between 35 and 54 years. The main factor is work stress

(News, 2018). Regus's online survey in 2013 concluded 70% of Malaysian workers have work-related stress illnesses. The survey which collects opinion from 20,000 senior managers and entrepreneurs from 95 nations shows 48% of the Malaysian respondents felt their work stress level increase and more than 42% of respondents having to sleep less because thinking a lot of work burden, salary and job security (Mallow, 2016).

Civil servants are resources to assist government agencies in achieving goals. Civil servants play a vital role to determine the success or failure of the organisation. Government agency that offers better service to the people reflects the good image for the day's government. To give the best and achieve high expectations from stakeholders, work stress becomes a big issue and influences civil servants' wellbeing in Malaysia. They were always facing a lot of problems daily, which comes from internal and external factors (Hassan, 2011). Kongres Kesatuan Pekerja-Pekerja Awam (CUEPECS) has revealed more than 400,000 civil servants are depressed from work. Some of the depression has a psychotic card. The cost of living and working stress are the main factors that contribute to depression. The union urged the government to develop the Stress Management Policy for civil servants (Daud, 2019; Bernama, 2019). The result of stress will contribute to mental illness that continues to focus are depression. It is the most common mental disorder for postmodern people (Shaharom, 2020)

## 2. Materials and Methods

The mini-review on occupational stress was conducted by reading through and analysing 20 peer-reviewed journal articles. These articles are summarised in the tables below. The first table presents the journal article's information regarding the title, authors, publishers, and publication year. The second table represents the journal articles' contents, including the study's objectives, the findings, and the recommendations.

Table 1. Journal and Publisher Distribution

No	Article Name	Author(s)	Journal	Publisher	Year
1	The effect of health services, supervisory and team orientation, personnel development and tolerance of error on job satisfaction head of health centre in South Sulawesi Province	Wardiah Hamzah Suryanto, Oedojo, Sukri Palutturi, Nasruddin Syam	Medico-legal Update	Institute of Medico-Legal Publications	2021
2	Perceived Supervisor Support in Relation with Workplace Stress and Depressive Symptoms	Lauren Ashley Garcia	Thesis	ProQuest LLC	2020
3	The Mediator Role of Organizational Support in the Relationship between Organizational Identity and Organizational Stress	Halil Eksi Mustafa Ozgenel, & Mehmed Esad Demirci	International Journal of Educational Methodology	Eurasian Society of Educational Research	2020
4	The factors that influence job satisfaction among employees; a case study at Widad Education Sdn Bhd	Ahmad Suffian Mohd Zahari, Aidah Salleh, Nik Noor Afizah Azlan, Nurul Syuhada Baharuddin, Raja Mariam Raja Baniamin	Journal of Global Business and Social Entrepreneurs	Global Business and Social Entrepreneurship Resources	2020
5	Enhancing job satisfaction through work-family enrichment and perceived supervisor support: the case of Australian social workers	Parveen Kalliath, Thomas Kalliath, Xi Wen Chan, Christopher Chan	Personnel Review	Emerald Publishing	
6	Supervisor monitoring and subordinate work attitudes: a need satisfaction and supervisory support perspective	Madhurima Mishra and Koustab Ghosh	Leadership and Organization Development Journal	Emerald Publishing	2020

7	Occupational Stress and Employee Performance in a Malaysian Local Government Authority	Shah Imran Rosalie Kuppusamy Singaravello	Journal of Economics and Policy	Researchgate	2020
8	The relationship between presenteeism and job satisfaction : A mediated moderation model using work engagement and perceived organisational support	Karine, Cote Maritin, Lauzier Florance, Stinglhamber	European Management Journal	Elsevier	2020
9	When supportive workplaces positively help work performance	Lobel Trong Thuy Tran, Ho Thi Vinh Hien, John Baker	Baltic Journal of Management	Emerald Publishing	2020
10	The effect of mushroom management style and perceived supervisor support on employee performance: 'An application with university hospital employees'	Yorgancioglu Tarcan, Gamze Erigüç, Gülsün Kartal, Nazan Şeyma Koca, Gülsüm Karahan, Ayça	The International Journal of Health Planning and Management	Wiley	2020
11	Institutional stress and job performance among hospital employees	Gunhild Bjaalid, Espen Olsen, Kjersti Melberg, Aslaug Mikkelsen	International Journal of Organizational Analysis	Emerald Publishing	2019
12	Operational Stress and Mental Health Among Law Enforcement: The Moderating Role of Organizational Stress and Supervisor Support	Christina M Engelken	Thesis	Sam Houston State University	2019
13	Linking social support, work engagement and job performance in nursing	Aizzat Mohd. Nasuridin Tan Cheng Ling Sabrina Naseer Khan	International Journal of Business and Society	Universiti Malaysia Sarawak	2018
14	Hotel employee job crafting, burnout, and satisfaction: The moderating role of perceived organisational support	Jui-Chang Chenga, Y O- Yang	International Journal of Hospitality Management	Elsevier	2018
15	Occupational stress, supervisor support, job satisfaction, and work-related burnout: perceptions of Turkish National Police (TNP) members	Kula Sedat	Police Practice and Research	Taylor & Francis	2016
16	Followership and job satisfaction in the public sector: The moderating role of perceived supervisor support and performance-oriented culture	Myung Jin , Bruce McDonald , Jaehee Park	International Journal of Public Sector Management	Emerald Publishing	2016
17	Perceived organisational support as a moderator of affective wellbeing and occupational stress among teacher	Malik, S., & Noreen, S.	Pakistan Journal of Commerce and Social Science	Johar Education Society	2015

18	Perceived Social Support Mediating the Relationship between Perceived Stress and Job Satisfaction	Sarwat Sultan Safia Rashid	Journal on Educational Psychology	i-manager Publications	2015
19	Influence of supervisor support on job satisfaction levels: An evaluation of Turkish National Police (TNP) officers in the Istanbul Polirce Department	Kula, Sedat Guler, Ahmet	International Journal of Criminal Justice Sciences	South Asian Society of Criminology and Victimology	2014
20	Job satisfaction and teamwork: The role of supervisor support	Griffin, Mark A. Patterson, Malcolm G. West, Michael A.	Journal of Organizational Behavior	Wiley	2001

Table 1 displays Article Name, Author (s), Journal, Publisher and Year

Table 2. Articles Category Based on the Subject

No	Article Name	Objectives	Findings	Recommendations
1	The Effect of Health Services, Supervisory and Team Orientation , Personnel Development and Tolerance of Error on Job Satisfaction Head of Health Centre in South Sulawesi Province	To create job satisfaction within the Health Centre Head.	Supervisory such as task supervision affects job satisfaction; The supervisory function carried out by the head of the Health Centre starts from planning activities, implementing activities to evaluating activities.	It is recommended to the head of the Health Centre to implement supportive leadership practices, especially the tolerance of error variable to be wiser in giving warnings, while still paying attention to applicable regulations.
2	Perceived Supervisor Support in Relation with Workplace Stress and Depressive Symptoms	To examine the relationship between perceived workplace stress, depressive symptoms, and perceived supervisor support. This research investigated if perceived workplace stress positively correlates with depressive symptoms and if this relationship was moderated by perceived supervisor support	Perceived workplace stress had a positive association with depressive symptoms perceived supervisor support (PSS) did not significantly moderate the positive relationship between perceived workplace stress and depressive symptom two positive associations were found in the results despite not being main variables.	More research is needed to focus on the mental aspect of employees that is caused by the workplace environment and affects the complete dynamics of an individual. The importance of mental health is a key element of employee wellbeing. 21
3	The Mediator Role of Organizational Support in the Relationship between Organizational Identity and Organizational Stress	To examine is there a correlation between organisational support, organisational identity, and organisational stress and Does organisational support hold a mediator role in the	Organisational identity significantly predicts organisational stress and perceived organisational support. The study found that the impact of organisational identity on organisational stress was mediated by perceived organisational support. Organisational support	organisations should structure their activities in a way that supports their employees and makes them feel that they are always with them. The employee's trust in the organisation will increase and contribute to the efficiency and effectiveness of the organisation. Administrators should

		relationship between organisational stress and organisational	plays a mediating role in the relationship between organisational identity and organisational stress	increase their competencies in topics, such as human affairs, communication, enhancing employees' morale and motivation and making objective performance assessment
4	The factors that influence job satisfaction among employees; a case study at Widad Education Sdn Bhd	to investigate relationship between job satisfaction based on supervision, commitment, teamwork among colleagues, working environment and sense of belonging at WIDAD Education Sdn Bhd.	The result showed, supervision, sense of belonging and working environment were significant to job satisfaction. Commitment and teamwork among colleagues were not significant to the job satisfaction among the employees. The result shows that the hypotheses accepted only for supervision, sense of belonging and working environment which had strong relationship with job satisfaction.	supervisors should maintain a good supervisory attitude towards employees so that this factor would continue to contribute to job satisfaction among the employees. Company should find ways to enhance job satisfaction by improving working environment and take opportunity to improve job satisfaction based by encouraging teamwork and sense of belonging among colleagues
5	Enhancing job satisfaction through work–family enrichment and perceived supervisor support: the case of Australian social workers	to examine the underlying relationships linking work-to-family enrichment (WFE) and family-to-work enrichment (FWE) to perceived supervisor support and ultimately, job satisfaction among social workers	Perceived supervisor support mediated the relationships between work–family enrichment (specifically, WFE-Development, WFE-Affect and FWE-Efficiency) and job satisfaction.	Promoting work–family enrichment among social workers can contribute to positive work outcomes such as perceived supervisor support and job satisfaction. HR practitioners, supervisors and organisations can promote work–family enrichment among social workers through introduction of family-friendly policies (e.g. flexitime, compressed workweek schedules) and providing a supportive work–family friendly environment.
6	Supervisor monitoring and subordinate work attitudes: a need satisfaction and supervisory support perspective	To explored how two styles of supervisor monitoring, namely, interactional and observational, differently impact job satisfaction and affective organisational commitment of subordinates. In addition, the mediating roles of	Interactional monitoring positively influences psychological need satisfaction from the supervisor and perceived supervisory support, while observational monitoring negatively influences psychological need satisfaction from the supervisor and perceived supervisory support. Psychological need	Supervisors are advised to adopt an interactional style of monitoring, as it favourably influences the work attitudes of subordinates

		psychological need satisfaction from the supervisor and perceived supervisory support.	satisfaction from the supervisor fully mediates the relationship between interactional monitoring and affective organisational commitment, while perceptions of supervisory support partially mediate the relationship between the two monitoring styles and job satisfaction.	
7	Occupational Stress and Employee Performance in a Malaysian Local Government Authority	To seek a better understanding of occupational stress and employee performance within the context of a local authority	The findings show that the level of occupational stress for this category of employees in the local authority is moderate and does affect their work performance	local governments implement measures to reduce stress levels by identifying the optimum workload for each employee, providing clear job descriptions, implementing a policy of cooperative culture policy, and improving stress management programs.
8	The relationship between presenteeism and job satisfaction : A mediated moderation model using work engagement and perceived organisational support	This study also proposes considering perceived organisational support as a moderator of the work engagement, and job satisfaction related to evaluating the mediating effect of work engagement in the relationship between presenteeism and job satisfaction.	First, presenteeism is negatively associated with work engagement and job satisfaction. Secondly, work engagement is one of the factors through which presenteeism influences job satisfaction. Thirdly, perceived organisational support moderates the association between work engagement and job satisfaction, at a low level of work engagement, feeling supported by the organisation makes a difference in job satisfaction	investing in levers that are known to generate perceived organisational support, such as immediate supervisor support and colleagues support, could contribute to maintaining employees' job attitudes, even when presenteeism behaviours are reported
9	When supportive workplaces positively help work performance	To addresses circumstances when perceived support helps and when it hurts work performance, depending on the mediating effects of job autonomy, intrinsic motivation and job satisfaction under the boundary conditions of perceived helpfulness	job autonomy, intrinsic motivation and job satisfaction are important for the perceived support and work performance relationship in which perceived helpfulness of social media platforms plays a critical confounding role. The findings also confirm that felt stress negatively moderates the relationship between job satisfaction	organisational and human resource management (HRM) scholars and practitioners a closer look at perceived helpfulness of social media platforms and support the suggestions that autonomy-supportive workplaces are superior.

		of social media platforms and felt stress.	and work performance, weakening the effect job satisfaction has on employee work performance	
10	The effect of mushroom management style and perceived supervisor support on employee performance: 'An application with university hospital employees'	to determine the effect of the mushroom management style of administrative staff working in the healthcare sector and perceived supervisor support on job performance.	According to the regression analysis, perceived supervisor supports have a significant effect on a job performance	it is important to develop a management style encouraging health supervisors to take part in certain decisions that increase supervisor support and employee tasks and responsibilities, instead of applying mushroom management style.
11	Institutional stress and job performance among hospital employees	To investigate if institutional stress is related to job performance among hospital employees, and if institutional stress is fully or partly mediated by motivational resources with regards to the relation with job performance	Institutional stress was negatively related to job performance for hospital employees without managerial responsibilities. The motivational resources autonomy, competence development and social support partly mediated the relationship between institutional stress and job performance in employees without managerial responsibilities. In the leader group, the motivational resources fully mediated the relationship between institutional stress and job performance. Social support from leaders had a non- significant influence on job performance in both groups	leaders to focus on providing their employees with a work structure with high levels of autonomy; the possibility to develop and use their competence; and a work environment with good opportunities to both give and receive social support from fellow workers.
12	Operational Stress and Mental Health Among Law Enforcement: The Moderating Role of Organizational Stress and Supervisor Support	To examined the impact of supervisor support and organisational stress on the association between operational stress and correlates of suicide (i.e., depression, hopelessness, and PTSD)	relationship between operational stress and PTSD as well as hopelessness (but not depression) to be significantly impacted by both organisational stress and supervisor support with both interactions resulting in worsened outcomes	organisational stress and supervisor support influenced the impact that operational stress had on suicide. Management should consider training supervisors on effective emotional support in order to decrease negative mental health outcomes.

13	Linking social support, work engagement and job performance in nursing	To explore the differential effects of three forms of social support (perceived organisational support, perceived supervisory support, and perceived peer support) on nurses' job performance, and second, test the mediating role of work engagement in the social support-job performance relationship	the three forms of social support, peer support alone has a direct and positive effect on job performance. Further, the results supported the role of work engagement as a mediator in the relationships between the three forms of social support and performance	Management needs to enhance workplace support to nurses. Organisational support in cultivating favourable work experiences (such as training and promotion opportunities) and reward expectations may be crucial in inducing work engagement and alleviating nurses' job performance. Supervisors' supporting acts (such as inclusion in decision-making, positive feedback, and coaching) may lead to increased work engagement and eventually job performance among nursing staff.
14	Hotel employee job crafting, burnout, and satisfaction: The moderating role of perceived organisational support	To investigate the relationship of job crafting to job satisfaction and the mediating effect of job burnout along with the moderating effect of perceived organisational support	Job crafting is positively related to job satisfaction, while job burnout negatively mediates the relationship between job crafting and job satisfaction. Perceived organisational support moderates the relationships among job crafting, burnout, and satisfaction	implementing function-level human resource management strategies that offer service employees greater job autonomy and discretion. Second, on-the-job training should enable hotel employees to gain job resources and become more competent in completing new or changing tasks.
15	Occupational stress, supervisor support, job satisfaction, and work-related burnout: perceptions of Turkish National Police (TNP) members	To examine whether, and to what degree, occupational stress in law enforcement is associated with job satisfaction, work-related burnout, and supervisor support.	supervisor support has a significant and positive impact on the job satisfaction levels of law enforcement employees, indicate that the more TNP members experience their organisation as stress inducing, the lower their job satisfaction levels, and the higher their burnout levels. Perceived operational stress was found to be not significantly associated with job satisfaction.	an indirect causal effect of both organisational and operational stress on job satisfaction via supervisor support as mediator. Need policy reform and managerial change in how the executives of TNP organise their agency and policies since organisational stressors are the most prevalent factors determining the work-related wellbeing of TNP members.
16	Followership and job satisfaction in the public sector: The moderating role of perceived supervisor support and performance-oriented culture	to explicate the role of followership behaviour on employee job satisfaction as well as the conditions that may moderate its impact	Employees high on active followership perceived greater job satisfaction when perceived supervisor support was high. On the other hand, employees high on active followership perceived	active engagement had greater association with job satisfaction when leader involvement was high and performance orientation was low. For highly engaged employees, leaders are encouraged to show higher



			greater job satisfaction when performance-oriented culture was low.	degree of involvement in their work but with less emphasis on the performance orientation of the organisation.
17	Perceived organisational support as a moderator of affective wellbeing and occupational stress among teacher	to find out the Perceived Organizational Support as a moderator of relationship between occupational stress and affective wellbeing among teachers	The results further revealed that there is significant negative relationship between occupational stress and perceived organisational support among teachers. Results revealed significant negative correlation between occupational stress and affective wellbeing among teachers.	promoting understanding of the different workplace issues and their impact on the mental health and wellbeing of employees. It provide help to explore strongest and constant factors of stress at different teaching institution.
18	Perceived Social Support Mediating the Relationship between Perceived Stress and Job Satisfaction	to examine the mediating effect of perceived social support between perceived stress and job satisfaction among employees	The findings revealed the significant negative effect of perceived stress and positive effect of perceived social support on job satisfaction. Perceived stress was found non-significant in predicting perceived social support.	The overall results lead to conclude that perceived social support is a mediator between perceived stress and job satisfaction. However, results indicated a partial mediation of perceived social support between perceived stress and job satisfaction. It does mean that perceived social support is not fully independent to control the relationship between perceived stress and job satisfaction of employees
19	Influence of supervisor support on job satisfaction levels: An evaluation of Turkish National Police (TNP) officers in the Istanbul Police Department	examines whether, and to what degree, supervisor support in law enforcement is associated with job satisfaction, holding the effects of age, rank, education, gender, and working unit as constant in the analysis	TNP employees' perceived supervisor support has a statistically significant positive effect on their job satisfaction levels. The more TNP employees perceive their supervisors as supportive, the higher their job satisfaction levels.	Directions to help law enforcement managers understand the impacts of supervisor support in-depth and develop policies and programs to increase TNP employees' wellbeing.
20	Job satisfaction and teamwork: The role of supervisor support	To investigate the link between teamwork and job satisfaction	the role of supervisor support by testing mediational processes linking teamwork to job satisfaction. The extent of teamwork in a company had a negative impact on overall levels of supervisory support. Companies that reported higher use of teamwork also had employees who	The study results suggest it is important to understand job redesign strategies that increase experiences such as autonomy and enhance the effectiveness of supervisor roles.

			reported lower levels of supervisory support. At the same time, supervisory support displayed a strong relationship with job satisfaction. Therefore, the impact of teamwork itself can have a negative impact on overall job satisfaction because of the central role of supervisory support.	
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### 3. Results and Discussion

This study is summarised systematically by determining the context and implications of the article in the mini-review. Various results were obtained. Firstly, supervisor support plays a big role in the organisation. Supervisor support refers to the level of acknowledgement of worker that their supervisor is encouraging towards their daily work. Lack of supervisor support contributes to moderate occupational stress levels for employees and affects their work performance because perceived supervisor supports have a significant effect on job performance (Rosalie & Singaravello, 2020) (Yorgancioglu Tarcan et al., 2020). The social support has a direct and positive effect on job performance, which results in the role of work engagement as a mediator in the relationships between social support and performance (Nasurdin et al., 2018). However, leaders' social support had a non-significant influence on job performance in both managers and employee groups (Bjaalid et al., 2019). The supervisor support under perceived organisational support moderates the relationships among job crafting, burnout, and satisfaction (Cheng & O-Yang, 2018). The supervisor support such as task supervision positively affect job satisfaction in the organisation, and supervisory such as task supervision affects job satisfaction (Garcia, 2020; Hamzah et al., 2021; Kula & Guler, 2014; Mohd Zahari et al., 2020).

In another study, Jin et al. (2016) found a significant negative relationship between perceived stress and the positive effect of perceived social support on job satisfaction. Perceived stress was found non-significant in predicting perceived social support (Sarwat Sultan & Safia Rashid, 2015). Tran et al. (2020) stated that job stress has negatively moderated the relationship between job satisfaction and work performance. Also, the effect job satisfaction has significant effect on employee work performance. Supervisory support partially mediates the relationship between the two monitoring styles and job satisfaction (Mishra & Ghosh, 2020). The perceived organisational support moderates the association between work engagement and job satisfaction. The low level of work engagement and feeling supported by the organisation make a difference in job satisfaction (Karine, Cote Maritin, Lauzier Florance, 2020). stress on the association between operational stress and correlates of suicide (i.e., depression, hopelessness, and PTSD) (Engelken, 2019). Perceived supervisor support mediated the relationships between work-family enrichment (specifically, WFE-Development, WFE-Affect and FWE-Efficiency) and job satisfaction (Kalliath et al., 2020). In the previous study, the impact of organisational identity on organisational stress was fully mediated by perceived organisational support. Organisational support plays a mediating role in the relationship between organisational identity and organisational stress (Eksi, Halil Ozgenal, Mustafa Demirchi, 2020). The other study revealed a negative relationship between occupational stress and perceived organisational support (Malik & Noreen, 2015). The supervisor's role as a mediator has a strong relationship towards job satisfaction (Griffin et al., 2001).

### 4. Conclusion

In conclusion, supervisory support contributes positive impact on job satisfaction and job performance. Occupational stress is a pervasive problem among law enforcement officers and supervisory support curb negative behaviour such as suicidality.

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## Biographies

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