

Mediating Effect of Perceived Organizational Support Between Job Satisfaction and Job Stress Among Operation Supervisors in Private Organizations

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Abstract. This study examined the impact of perceived organizational support and job stress on job satisfaction among operational supervisors and whether perceived organizational support mediates the relationship between job stress and job satisfaction. It utilized a quantitative research design, specifically mediation analysis, to address its objectives. The study was conducted in Calamba City and employed a stratified sampling method to gather data from 172 operation supervisors in private organizations in Calamba City. The study used three adopted survey questionnaires: the Perceived Organizational Support Scale, the Global Job Scale, and the Brief Job Stress Questionnaire (BJSQ). In addition, using regression analysis, it was found that job stress predicted perceived organizational support with a computed R-squared of 0.130; perceived organizational support predicted job satisfaction with an R-squared of 0.099; and job stress predicted job satisfaction, given a computed R-squared of 0.074. Moreover, to determine whether perceived organizational support acted as a mediator between job stress and job satisfaction, the Sobel test was employed. Sobel's test revealed that perceived organizational support partially mediated the relationship between job stress and job satisfaction, with test statistics of 1.59 and a probability value of 0.039. In conclusion, perceived organizational support continues to affect job satisfaction, regardless of the presence of job stress. Given these results, Program C.A.R.E. was proposed to enhance the perceived organizational support, job stress, and job satisfaction of operational supervisors.

Keywords: Job satisfaction; Job stress; Mediation effect; Operation supervisors; Perceived organizational support

1.0 Introduction

Effective organization is crucial in ensuring that daily operations run smoothly, efficiently, and productively. It enables supervisors to prioritize tasks, manage resources, and allocate responsibilities effectively, improving overall team performance and productivity. In an organization, the operation supervisors oversee the daily operations of the manufacturing facility, ensuring their execution with efficiency and effectiveness. Although the function of operation supervisors is crucial, many of them face challenges in finding job satisfaction and experience greater stress. The responsibilities associated with overseeing a team and achieving production goals can become stressful, leading to reduced job satisfaction.

As it was, Brown (2020) mentioned that an operations supervisor was responsible for overseeing, coordinating,

and managing various operations within an organization. Studies have frequently shown that supervisory personnel, especially those in operational work settings, face a myriad of challenges in their work environment that can often impact their levels of stress and job satisfaction. In addition, supervisors who are satisfied with their jobs are more inclined to be motivated, engaged, and attentive to their work, resulting in enhanced performance and decision-making abilities. Consequently, this leads to heightened job satisfaction among team members, as they perceive themselves as valued.

Furthermore, Montuori et al. (2022) stated that job satisfaction is a crucial factor in a company's overall success, as it directly impacts the performance and well-being of employees. For instance, content employees were prone to exhibit higher levels of productivity and motivation in their respective positions. When employees experienced job satisfaction and perceived appreciation from their organization, they were more inclined to exert optimal effort and produce work of superior quality, and thus were less prone to work-related stress. Operations managers often experience significant job stress due to the continuous demand to meet production targets, manage complex workflows, and resolve unexpected issues. Moreover, the high-speed and ever-changing nature of their work environment frequently presents them with situational challenges that demand quick and effective resolutions.

For Akhigbe and Obomeghie (2021b), job stress referred to detrimental physiological and psychological reactions that arose when the demands of a job were not aligned with the worker's abilities, resources, or preferences. Work-related stress could result in adverse health outcomes and even physical harm. Additionally, Julianto et al. (2024) found that operation supervisors might have experienced elevated levels of stress due to the demanding nature of their position, which involved high-pressure situations, tight deadlines, constant decision-making, and the need to uphold quality standards. All of these factors could contribute to feelings of overwhelm, burnout, and decreased job satisfaction. Likewise, inadequate perceived organizational support, especially for operation supervisors, created substantial adverse effects on both individual employees and the overall organization. Operation supervisors experienced dissatisfaction and stress when they sensed a lack of organizational support. This ultimately influences the overall success and performance of an organization.

In the context of private organizations in Calamba City, operation supervisors were tasked with overseeing the company's day-to-day operations and ensuring that tasks were completed efficiently and effectively. As such, their job satisfaction and job stress levels were crucial to maintaining high levels of productivity and job performance within the organization. Organizations must emphasize and actively foster a friendly and happy work environment to ensure the well-being and success of their operations, as well as the well-being and success of their supervisors and employees. Considering these criteria, this study aimed to contribute to the existing knowledge regarding how perceived organizational support influenced the job satisfaction and job stress of operation supervisors within their organization. An organizational culture that fostered job satisfaction also played a role in reducing job stress and enhancing employees' overall well-being.

2.0 Methodology

2.1 Research Design

This study employed a quantitative research approach. Quantitative research was defined by Mohajan (2020) as a methodology that employed structured data-gathering tools to produce numerical results, which were used to establish relationships between variables within a large population. Numerical data were considered easier to understand and interpret than qualitative data, and they were used to conclude more quickly. Additionally, findings derived from a quantitative methodology were generalized to a broader population. Due to the significant number of operation supervisors, a quantitative research methodology was selected to generalize findings to others experiencing a similar phenomenon.

Additionally, mediation analysis was employed in this study to examine the role of perceived organizational support as a mediator. Mediation analysis in research was described as the process of exploring the relationship between independent and outcome variables in the presence of an intervening or mediating variable (Sidhu et al., 2021). Furthermore, Ballen and Salehi (2021) suggested that mediation analysis was an efficient approach for examining complex and multiple relationships in which various elements influenced the outcome of interest. This approach was deemed suitable for the study, as job satisfaction was identified as a construct influenced by numerous factors, particularly in situations where employees perceived a lack of organizational support. Quantitative data were gathered using adopted tests that measured the variables. Specifically, the data were analyzed and interpreted using statistical measurements.

2.2 Respondents and Sampling Technique

The study's participants consisted of operation supervisors located in Calamba City, Laguna. The responses were chosen based on the following criteria: (1) an individual held the position of operational supervisor in a privately-owned business specifically those who were employed in the group of companies such as in the food industry, hotel industry, lending industry, manufacturing industry, construction industry, retail industry, casino and gaming industry, and health and wellness industry and (2) operational supervisors were required to have a minimum employment tenure of 1 year in an organization located in Calamba City, excluding operation supervisors who were currently employed in the public sector and those who were not part of the specified organizations.

This research employed the probability sampling technique to ascertain the participants. According to Ahmed (2024), probability sampling refers to a sampling method in which each member of the population has a quantifiable probability of being selected. Initially, the necessary sample size was computed for the investigation. According to Andrade (2020), a sample that exceeds the size required produces more precise outcomes and provides a more accurate representation of the population. The minimum sample size required was 77, which resulted in a statistical power of 0.80. This calculation was based on an effect size of 0.15 and a two-tailed multiple regression analysis with two predictor variables. Specifically, it employed a stratified random sampling method.

2.2 Research Instrument

Three adopted questionnaires were used in this study to measure the levels of Perceived Organizational Support, Job Satisfaction, and Job Stress among the respondents. All of these scales were accessible online without any cost. However, to utilize these instruments for this study, an email was written to request permission from the author. First, the Perceived Organizational Support Scale, developed by Eisenberger et al. (1986, as cited in Eisenberger et al., 2020), describes employees' perspectives on the organization's willingness to recognize and incentivize increased efforts due to the organization's appreciation of their contributions and concern for their welfare. The measure comprises eight items assessing an employee's view of the organization's recognition for their efforts and nine items concerning potential actions by the organization that could impact the employee's well-being. Coefficient alpha values ranged from .74 to .95 Cropanzano et al., 1997, as cited in Eisenberger, 2020). In terms of Validity, perceived organizational support showed a positive correlation with various factors, including overall job satisfaction, organizational commitment, control at work (both direct and indirect), job discretion, interpersonal helping, affective attachment to the organization, pay/promotion expectancies, approval/recognition expectancies, and employee performance ratings. Perceived organizational support was found to have a negative correlation with perceived organizational politics, turnover intentions, days absent, role stress, and emotional fatigue (Hutchinson et al., 1998, as cited in Eisenberger, 2020).

Secondly, the Global Job Scale, developed by Warr, Cook, and Wall (1979), comprises 15 elements to assess job satisfaction levels comprehensively. The measure consists of two subscales that evaluate satisfaction with the extrinsic (eight items) and intrinsic (seven items) components of work. The coefficient alpha values for the composite measure of total job satisfaction varied from .80 to .91 (Abraham & Hansson, 1996, as quoted by Deng et al., 2024). Regarding validity, Winefield et al. (1991, as cited by Bowling and Zelazny, 2022) employed global work satisfaction as a criterion to categorize individuals into two groups: satisfied employees and dissatisfied employees. The two groups exhibited notable disparities in multiple variables about psychological well-being. Abraham and Hansson (1996, as cited by Deng et al., 2024) found a negative correlation between job satisfaction and both job-related strain and control issues. Job satisfaction had a positive correlation with job-related well-being, contentment with compensation, perceived job competence, and perceived job control.

Lastly, the Brief Job Stress Questionnaire (BJSQ) is a 57-item questionnaire designed to evaluate various aspects of job stress. These include job stressors (17 items), such as psychological job demands and job control, as well as mental and physical stress reactions (29 items), and buffering variables, including social support at work (11 items). The program manual presents a set of criteria for identifying individuals who experience high levels of work-related stress, using the BJSQ1 as a basis. The Cronbach's α coefficients for the job demands, job control, workplace support, and stress reaction measures were 0.82, 0.62, 0.87, and 0.95, respectively. Regarding validity, the constructs of quantitative job overload, job control, and supervisor and coworker support were frequently utilized as representative job stressors, based on the job demands-control model for construct validity.

2.4 Data Gathering Procedure

First, a request letter was submitted to the eight (8) private organizations in Calamba, seeking the total number of operation supervisors and permission to conduct the study. The study employed stratified random sampling to determine the required number of respondents. Once the required number of respondents was obtained and finalized, the data collection process began. A group of companies, comprising the food industry, hotel industry, lending industry, manufacturing industry, construction industry, retail industry, casino and gaming industry, and health and wellness industry, assisted in administering the study's instruments, targeting the required number of respondents per organization. The instruments were provided in the format of a Google form, ensuring that they were appropriately converted and that authors were acknowledged correctly.

Before completing their answers, the respondents read a section on informed consent that described the study's purpose and other relevant ethical considerations. They then completed the Perceived Organizational Scale, Global Job Satisfaction Scale, and Brief Job Stress Questionnaire in that order. The respondents' demographic profile, level of perceived organizational support, level of job satisfaction, and level of job stress were among the outputs from the instruments. After collecting the necessary data for this study, it was recorded and sent to a statistician for analysis.

2.5 Data Analysis Procedure

To determine significance and conclude the collected data, the following statistical analyses were employed: Firstly, Descriptive statistics were utilized to address the initial, second, and third objectives of the study, which involve assessing the degrees of Perceived Organizational Support, Job Satisfaction, and Job Stress. In this context, the mean and standard deviation were calculated to provide a concise and organized summary of the collected data. Secondly, Regression analysis was employed to investigate the impact of Job Stress level on Perceived Organizational Support level, the impact of Perceived Organizational Support level on job satisfaction level, and the impact of Job Stress level on Job satisfaction level. These analyses addressed the fourth, fifth, and sixth objectives. Lastly, the Sobel's Test was used to address the fifth objective, which aimed to determine if the Perceived Organizational Support level mediates the impact between Job Stress and Job Satisfaction.

2.6 Ethical Consideration

This research conformed strictly to the ethical considerations outlined in the institution's research manual and the Code of Ethics for Philippine Psychologists and Psychometricians. Furthermore, the respondents' well-being, rights, and dignity were guaranteed and prioritized. The study accepted those who matched the specified criteria for participation. Before the study, informed consent was obtained from the participants, who were provided with detailed information about the research objectives, procedures, and potential risks and benefits. This ensured that the participants were fully aware of their involvement. Additionally, respondents were reminded that their participation in the study was voluntary and that they had the right to withdraw at any time. Moreover, this research ensured that its process was aligned with Republic Act 10173, also known as the Data Privacy Act of 2012, which highlights the importance of individuals' privacy rights and the responsible management of personal data. The research ensured the confidentiality of the respondents. The personal data obtained from the respondents was handled with the highest level of privacy and was used solely for research purposes.

3.0 Results and Discussion

3.1 The Job Stress Level Among Operation Supervisors

Table 1 indicates that the Job stress level among operation supervisors was Very High (1.60). The indicator "I am satisfied with my family life" got the highest mean of 2.13 (High). Meanwhile, the indicator "My department does not get along with other departments" got the lowest mean of 1.24 (Very High). This implies that operation supervisors experience satisfaction in their familial relationships, which may reflect their resilience at work. However, they also face high levels of job stress in the workplace, where inadequate communication and a lack of collaboration among departments create an adversarial atmosphere that further exacerbates stress.

This was supported by the study conducted by Alblihed and Alzghaibi (2022), which demonstrated that several employees experienced job stress due to various job-related factors, commonly referred to as environmental stimuli. At the time, job-related stress among employees led to decreased morale among workers and occurred more frequently. Employees in a company experience workplace stress due to several employer-related reasons, including a competitive climate, technological advancements, inadequate compensation, lack of recognition, insufficient motivation, excessive workload, and social concerns such as miscommunication across different

departments. Additionally, the fundamental support in their family life helped decrease overall stress levels. This was supported by a study conducted by Allen et al. (2020), which revealed that employees with diminished satisfaction in their familial lives exhibited elevated levels of stress in the workplace, indicating a significant correlation between personal and professional well-being.

Table 1. *Job Stress Level Among Operation Supervisors*

Indicators in Terms of Stress Level	x	VI
1. I have a tremendous amount of work to do.	1.35	VH
2. I am unable to complete the work within the required time.	1.39	VH
3. I have to work as hard as I can.	1.43	VH
4. I have to pay meticulous attention.	1.60	VH
5. My job is challenging in that it requires a high level of knowledge and technical skills.	1.94	VH
6. I need to be constantly thinking about work throughout the working day.	1.43	H
7. My job requires a lot of physical work.	2.03	VH
8. I can work at my own pace.	1.73	VH
9. I can choose how and in what order to do my work.	1.34	VH
10. I can reflect my opinions on workplace policy.	1.40	VH
11. My knowledge and skills are rarely used at work.	1.74	VH
12. There are differences of opinion within my department.	1.34	VH
13. My department does not get along with other departments.	1.24	VH
14. The atmosphere in my workplace is friendly.	1.41	VH
15. My working environment is poor (e.g., noise, lighting, temperature, ventilation).	1.69	VH
16. This job suits me well.	1.78	H
17. My job is worth doing.	1.41	VH
18. I have been very active.	1.89	H
19. I have been full of energy.	1.51	VH
20. I have been lively.	1.99	H
21. I have felt angry.	1.60	VH
22. I have been inwardly annoyed or aggravated.	1.98	H
23. I have felt irritable.	1.81	H
24. I have felt exhausted.	1.71	VH
25. I have felt exhausted.	1.46	VH
26. I have felt weary or listless.	1.83	H
27. I have felt tense.	1.50	VH
28. I have felt worried or insecure.	1.50	VH
29. I have felt restless.	1.88	H
30. I have been depressed.	1.79	H
31. I have thought that doing anything was a hassle.	1.79	H
32. I have been unable to concentrate.	1.95	H
33. I have felt gloomy.	1.88	H
34. I have been unable to handle work.	1.65	VH
35. I have felt sad.	1.65	VH
36. I have felt dizzy.	1.25	VH
37. I have experienced joint pains.	1.51	VH
38. I have experienced headaches.	1.43	VH
39. I have had a stiff neck and/ or shoulders.	1.65	VH
40. I have had lower back pain.	1.70	VH
41. I have had eyestrain.	1.71	VH
42. I have experienced heart palpitations or shortness of breath.	1.61	VH
43. I have experienced stomach and/ or intestinal problems.	1.49	VH
44. I have lost my appetite.	1.51	VH
45. I have experienced diarrhea and/ or constipation.	1.68	VH
46. I haven't been able to sleep well.	1.48	VH
47. How freely can you talk with the following people (superiors)?	1.36	VH
48. How freely can you talk with the following people (co-workers)?	1.35	VH
49. How freely can you talk with the following people (e.g., spouse, family, friends)?	1.51	VH
50. How reliable are the following people when you are troubled (superiors)?	1.48	VH
51. How reliable are the following people when you are troubled (co-workers)?	1.50	VMS
52. How reliable are the following people when you are troubled (spouse, family, friends, etc.)?	1.25	VH
53. How well will the following people listen to you when you ask for advice on personal matters (superiors)?	1.40	VH
54. How well will the following people listen to you when you ask for advice on personal matters (co-workers)?	1.41	VH
55. How well will the following people listen to you when you ask for advice on personal matters (spouse, family, friends, etc.)?	1.69	VH
56. I am satisfied with my job.	1.75	H
57. I am satisfied with my family life.	2.13	H
General Assessment	1.60	VH

Legend: 3.25 – 4.00 Not at All (NA)/ Very Low (VL) 1.75 – 2.49 Moderately So (MS)/ High (H)
2.50 – 3.24 Somewhat (S)/ Low (L) 1.00 – 1.74 Very Much So (VMS)/ Very High (VH)

3.2 The Job Satisfaction Level Among Operation Supervisors

Table 2 indicates the Job satisfaction level among operation supervisors. This implies that operation supervisors are encountering considerable dissatisfaction with their physical work environment. Dissatisfaction may stem from inadequate workspace, poor ergonomics, insufficient safety protocols, or uncomfortable working environments. This demonstrates a method of expressing concern and appreciation for employees. Non-monetary rewards are more effective in inspiring individuals compared to monetary incentives. Employees would expect to be treated with respect in this way. Consequently, employees with a strong reputation in their employment are highly driven and exhibit excellent performance and workplace satisfaction.

A study conducted by Smith and Brown (2021) found that employees working in inadequate physical conditions exhibited elevated stress levels and lower job satisfaction. This highlights the importance of investing in improved physical work conditions to enhance job satisfaction and overall workplace well-being. In addition, this was supported by the study conducted by Ali and Anwar (2021), which stated that compensation as a motivator had a statistically significant and favorable impact on job satisfaction at a 5% significance level. This suggested that employee appreciation served as a measure of job satisfaction. Examples of such acknowledgment included having their names mentioned in the corporate newsletter, receiving letters of congratulations, being granted more time off, and receiving verbal expressions of gratitude.

Table 2. *Job Satisfaction Level Among Operation Supervisors*

Indicators in Terms of Job Satisfaction Level	$\bar{X}$	VI
1. The physical work conditions.	2.00	VD
2. The freedom to choose your own method of working.	2.76	MD
3. Your fellow workers.	2.55	VD
4. The recognition you get for good work.	3.23	MD
5. Your immediate boss.	2.60	VD
6. The amount of responsibility you are given.	2.49	VD
7. Your rate of pay.	2.86	MD
8. Your opportunity to use your abilities.	2.89	MD
9. Industrial relations between management and workers in your firm.	2.75	MD
10. Your chance of promotion.	2.56	VD
11. The way your firm is managed.	2.70	VD
12. The attention paid to suggestions you make.	2.65	VD
13. Your hours of work.	2.79	MD
14. The amount of variety in your job.	2.55	VD
15. Your job security.	2.65	VD
General Assessment	2.67	VD
Legend: 6.16 – 7.00 Extremely Satisfied (ES) 2.72 – 3.57 Moderately Dissatisfied (MD) 5.30 – 6.15 Very Satisfied (VS) 1.86 – 2.71 Very Dissatisfied (VD) 4.44 – 5.29 Moderately Satisfied (MS) 1.00 – 1.85 Extremely Dissatisfied (ED) 3.58 – 4.43 Not Sure (NS)		

3.3 The Perceived Organizational Support Level Among Operation Supervisors

Table 3 indicates the Perceived Organizational Support level among operation supervisors. Perceived organizational support of operation supervisors had a general assessment of 2.09 (Low). The indicators “The organization strongly considers my goals and values” and “The organization tries to make my job as interesting as possible” got the highest mean of 2.75 (Slightly Low). Meanwhile, the indicator “Even if I did the best job possible, the organization would fail to notice” got the lowest mean of 1.26 (Very Low). This implies that operation supervisors strongly believe that their contributions are overlooked, suggesting a potential lack of adequate feedback mechanisms or acknowledgment within the organization. Despite executing their responsibilities to the utmost of their capabilities, often under challenging conditions, operation supervisors may perceive their efforts as disregarded or undervalued. This perception may lead to job dissatisfaction and increased job stress.

This finding aligns with the study by Rhoades and Eisenberger (2021), which found that a perceived lack of recognition correlated with lower job satisfaction and increased turnover intentions among employees. The study emphasized that effective feedback systems and recognition practices were crucial for enhancing perceived organizational support. In addition, a study conducted by Kira et al. (2022) stated that a lack of alignment between organizational values and individual goals significantly undermined employees' sense of belonging and commitment to the organization. When employees felt that their aspirations were not recognized or valued by the organization, they perceived a lack of support, which led to dissatisfaction and stress.

In comparison, a study by Bakker and Woerkom (2020) found that job crafting and personalized engagement

strategies were more effective in enhancing job satisfaction. The study emphasized that organizations were more successful at fostering organizational support when they customized the initiatives to align with the interests and strengths of individual employees.

Table 3. Perceived Organizational Support Level Among Operation Supervisors

Indicators in Terms of Perceived Organizational Support Level	x	VI
1. The organization values my contribution to its well-being.	1.41	VH
2. If the organization could hire someone to replace me at a lower salary, it would do so.	1.68	VH
3. The organization fails to appreciate any extra effort from me.	1.31	VH
4. The organization strongly considers my goals and values.	2.75	SL
5. The organization would ignore any complaint from me.	1.91	L
6. The organization disregards my best interests when it makes decisions that affect me.	2.10	L
7. Help is available from the organization when I have a problem.	1.85	VL
8. The organization really cares about my well-being.	2.39	L
9. The organization is willing to support me in performing my job to the best of my ability.	2.54	L
10. Even if I did the best job possible, the organization would fail to notice.	1.26	VL
11. The organization is willing to help me when I need a special favor.	2.05	L
12. The organization prioritizes my overall satisfaction at work.	2.03	L
13. If given the opportunity, the organization would take advantage of me.	2.26	L
14. The organization shows very little concern for me.	2.55	L
15. The organization cares about my opinions.	2.63	L
16. The organization takes pride in my accomplishments at work.	2.09	L
17. The organization tries to make my job as enjoyable as possible.	2.75	SL
General Assessment	2.09	L
Legend: 6.16 – 7.00 Strongly Agree/Very High (SA/VH) 2.72 – 3.57 Somewhat Disagree/Slight Low (SD/SL) 5.30 – 6.15 Agree/High (A/H) 1.86 – 2.71 Disagree/Low (D/L) 4.44 – 5.29 Somewhat Agree/Slightly High (SA/SH) 1.00 – 1.85 Strongly Disagree/Very Low (SD/VL) 3.58 – 4.43 Either Agree or Disagree/Neither Low nor High (EAD/NLH)		

3.4. The Job Stress Level of Operation Supervisors Significantly Impacted Their Perceived Organizational Support Level

Table 4 indicates that job stress levels significantly impacted the operation supervisors' perceived organizational support level by 13%. The probability value of 0.039 was less than the level of significance of 0.05; thus, the null hypothesis was rejected. This implies that as job stress increases, operation supervisors perceive a decline in organizational support. A 13% impact indicates that job stress has a significant effect on perceived organizational support; however, it also suggests that 87% of the variance is attributable to other factors. Overall, increased job stress substantially increases perceived organizational support, and, as a result, the commitment of operational supervisors to the organization declines. This highlights the significance of cultivating a supportive workplace that prioritizes employee well-being to enhance organizational success.

This was supported by Saadeh & Suifan (2020), who found that the presence of job stress had a notable negative impact on perceived organizational support (POS). The results suggested that strategies aimed at reducing job stress among employees by enhancing levels of perceived organizational support (POS) strengthened employees' commitment to the organization. Their findings demonstrated that enhancing employee performance depended on reducing job stress, improving perceived organizational support, expanding training, and fostering commitment.

Table 4. Regression Analysis on the Impact of Job Stress Level of Operation Supervisors on Their Perceived Organizational Support Level

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Decisions	Remarks
	B	Std. Error	Beta				
(Constant)	2.601	.278		9.352	.000		
Job Stress Level	-.319	.173	-.205	-1.846	.039	Reject Ho	Significant
Dependent Variable: Perceived Organizational Support Level							
R – Square = .142				F-value = 3.408			
Adjusted R Square = .130				Significance = .039			

3.5. The Perceived Organizational Support Level of Operation Supervisors Significantly Impacted Their Job Satisfaction Level

Table 5 indicates that perceived organizational support levels have a significant impact on the job satisfaction levels of operational supervisors. The probability value of .003 was less than the level of significance at .05; thus,

the null hypothesis was rejected. The regression analysis revealed that the impact of operation supervisors' perceived organizational support levels on their job satisfaction increased by 9.9%. This implies that perceived organizational support has a significant effect on job satisfaction. The 9.9% quantifying this impact emphasizes that even slight improvements in employees' perceptions of support can lead to noticeable gains in their job satisfaction. Thus, when employees feel valued and supported by their organization, their overall job satisfaction increases markedly.

Additionally, employees with perceived organizational support exhibit an inherent inclination to be socially and emotionally committed to their work and the organization. Consequently, they demonstrate a strong sense of loyalty and contentment toward their employment and organization. This highlights that when employees receive significant amounts of support from their line of work, they are more inclined to feel esteemed, respected, and acknowledged. Consequently, this results in elevated feelings of job satisfaction.

This finding was supported by a study conducted by Maan et al. (2020), which demonstrated that perceived organizational support has a positive influence on job satisfaction. Perceived organizational support had a beneficial impact on job satisfaction. Furthermore, it was found that a significant association existed between perceived organizational support and job satisfaction.

Table 5. *Regression Analysis on the Impact of Perceived Organizational Support Level of Operation Supervisors on Their Job Satisfaction Level*

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Decisions	Remarks
	B	Std. Error					
(Constant)	1.563	.357		4.379	.000		
Perceived Organizational Support	.529	.170	-.333	3.118	.003	Reject Ho	Significant
Dependent Variable: Job Satisfaction Level							
R - Square = .111				F-value = 9.722			
Adjusted R Square = .099				Significance = .003			

3.6. The Job Stress Level of Operation Supervisors Significantly Impacted Their Job Satisfaction Level

Table 6 indicates that job stress levels significantly impacted the operation supervisors' job satisfaction Level by 7.4%. The probability value of 0.008 was less than the level of significance of 0.05; thus, the null hypothesis was rejected. This implies that job stress has a significant impact on job satisfaction levels. This highlights the importance of job stress as a contributing factor to job satisfaction. The 7.4% variance is attributed to job stress. It indicates a moderate effect size, signifying that while other factors also influence job satisfaction, job stress has a significant impact on employees' overall satisfaction levels. Overall, these findings emphasize the imperative for organizations to adopt strategies that mitigate job stress, thereby promoting increased job satisfaction and enhancing overall employee well-being and productivity.

It was supported by a study conducted by Ankomah and Dzikunu (2024), which explored the impact of Job stress on the job satisfaction of administrators at the University of Education, Winneba (UEW). The results showed a weak and negative association between Job stress and job satisfaction among personnel. Therefore, the study determined that elevated levels of Job stress led to reduced job satisfaction.

Table 6. *Regression Analysis on the Impact of Job Stress Level of Operation Supervisors on Their Job Satisfaction Level*

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Decisions	Remarks
	B	Std. Error					
(Constant)	3.827	.431		8.871	.000		
Job Stress Level	-.723	.268	-.292	-2.701	.008	Reject Ho	Significant
Dependent Variable: Job Satisfaction Level							
R - Square = .086				F-value = 7.294			
Adjusted R Square = .074				Significance = .008			

3.7. The Perceived Organizational Level Mediated the Relationship Between Job Stress Level and Job Satisfaction Level of Operation Supervisors

Table 7 indicates that the perceived organizational level has a significant effect on the job stress and job satisfaction levels of operational supervisors. The results suggested that perceived organizational support partially mediated the relationship between job stress and job satisfaction among operational supervisors. The statistics of 1.588 and the probability value of .000 were less than the level of significance at .05; thus, the null hypothesis was rejected. This implies that operation supervisors experiencing high levels of job stress receive lower perceived organizational support, which, in turn, negatively impacts their job satisfaction. Conversely, supervisors who perceive high levels of organizational support are more likely to experience reduced job stress and enhanced job satisfaction.

It was supported by a study conducted by Côté et al. (2021), which found that perceived organization was one of the factors through which job satisfaction influenced job stress. Employees who felt higher levels of organizational support were more likely to experience increased job satisfaction. Consequently, this mitigated the adverse consequences of work-related stress. Moreover, a study by Wu et al. (2020b) revealed that the role of perceived organizational support in mediating job stress varied across different characteristics of job stress. Job satisfaction served as a mediator in the relationship between job stress and several aspects of job satisfaction. Furthermore, the relationship between job stress and job satisfaction was indirectly influenced by perceived social support, which in turn influenced job satisfaction. Having a strong support system and experiencing high levels of job satisfaction effectively helped individuals cope with job-related stress.

Table 7. Test of Mediation of Perceived Organizational Level Between Job Stress and Job Satisfaction Level Among Operation Supervisors

Regression	t-value	Sobel Test			
		Test Statistics	p-value	Decisions	Remarks
Job Stress Level and Perceived Organizational Level	-1.846	1.58847871	.000	Reject Ho	Significant
Perceived Organizational Level and Job Satisfaction Level	3.118				

Mediator: Perceived Organizational Level

4.0 Conclusion

After analyzing the gathered data, it is concluded that this study highlights the critical role of perceived organizational support as a mediator between job stress and job satisfaction among operational supervisors. It demonstrates that high job stress reduces perceived support, which in turn lowers job satisfaction. The findings emphasize the need for organizations to minimize stressors such as poor communication, lack of recognition, and unsupportive environments to enhance perceived support and ultimately improve supervisor satisfaction. After analyzing the study's results, a program was proposed to enhance the perceived organizational support, job satisfaction, and job stress of operation supervisors. It was a feasible and cost-effective program that primarily utilized training, compensation alignment, and feedback.

C.A.R.E. (Cultivating Awareness and Resilience in Employees) embodies the core of the study, fostering awareness and resilience in employees through deliberate acts of care and compassion. By focusing on the three fundamental elements of job stress, job satisfaction, and perceived organizational support, organizations can cultivate an environment that fosters employee well-being and success. To ensure the program's effectiveness, the levels of perceived organizational support, job stress, and job satisfaction may be assessed before and after every intervention. As a result of the program, at least 80% of operation supervisors were expected to demonstrate an improvement in these levels. The proposed initiatives will encompass workshops and training sessions led by the area manager and the human resources manager, with the aim of cultivating a supportive workplace culture. Assessment of the efficacy of these strategies quarterly, aiming for a 15% decrease in reported employee stress levels. This strategy seeks to enhance employee well-being while promoting increased productivity and job satisfaction within the organization.

5.0 Contributions of Authors

The study was conducted under sole authorship.

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7.0 Conflict of Interests

The author declares that there is no conflict of interest regarding the publication of this paper.

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