

THE INFLUENCE OF SUPERVISOR SUPPORT ON MITIGATING JOB STRESS AND SHAPING DYNAMIC EMPLOYEE BEHAVIOUR: A COMPANY GOVERNANCE STUDY

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Abstract

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Job stress is a significant issue that many professionals face throughout their careers. Excessive workloads, tight deadlines, limited control over tasks, interpersonal conflicts with colleagues or supervisors, job insecurity, and unclear job expectations can trigger it. This study investigates the relationship between supervisor support in mitigating job stress and shaping dynamic employee behaviour. A survey was conducted with 570 employees in company governance in Malaysia. Data analysis was carried out using the Statistical Package for Social Sciences (SPSS) for coding and descriptive statistics, alongside structural equation modelling and hypothesis testing with SmartPLS software. The structural analysis indicated that both moral and physical support from supervisors in mitigating job stress affects employee behaviour significantly, particularly regarding life satisfaction and proactive work behaviour. These findings are valuable for administrators as they highlight the importance of supervisor support in the workplace. Furthermore, this research can inform the development of strategies to enhance employee well-being.

Keywords: Job Stress, Moral Support, Physical Support, Supervisor Support, Proactive Work Behaviour, Employee Behaviour, Life Satisfaction

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1. INTRODUCTION

Organisational structure and functions have changed because of shifting organisational dynamics and fresh competitive needs. These modifications have negatively impacted various job-related issues, including job stress (Karlsgodt et al., 2003; Białczyk et al., 2020). Employment demands (such as working hours or duties) exceeding employees' ability to perform tasks have resulted in 440,000 employees experiencing work-related stress, leading to anxiety, depression, mental stress, and other health problems (Nielsen & Yarker, 2023; Bhui et al., 2016). A review of data from the Nurses' Health Study in the United States indicated that the relative risk of suicide among highly stressed female nurses was alarmingly high (Kato, 2014). Employees facing employment uncertainty are more prone to experience psychological distress and various mood disorders, such as exhaustion, overload, distraction, hopelessness, and a general lack of purpose and desire (Nielsen & Yarker, 2023; Altaş et al., 2023; Elman et al., 2010). This state is usually referred to as distress (Mohamad et al., 2015; Jex et al., 1992).

Many approaches and theories have been proposed to mitigate stress within organisational contexts by leveraging the concept of support (Guohao et al., 2021; Jia et al., 2024). This concept has piqued the interest of many academics and senior managers, as high levels of empowerment relate to lower levels of stress and greater job satisfaction (Bhui et al., 2016; Altaş et al., 2023; Msuya & Kumar, 2022). In distress management, supervisor support is typically defined as a component of behavioural management assistance and motivational strategies that can increase employee performance, provide constructive feedback, improve job guidance, demonstrate commitment, and provide essential alternatives to employees (Nielsen & Yarker, 2023; Guohao et al., 2021; Altaş et al., 2023). For example, a study discovered that employees exposed to stress could benefit from supervisor support in preventing burnout, a syndrome caused by chronic stress over time (Ji, 2022). Within the organisational framework, supervisor support is divided into two categories: moral support and physical support (Jia et al., 2024; Bjornsdottir & Rule, 2017; Hämmig, 2017). In the context of organisational behaviour, moral support often refers to the supervisor's ability to treat employees fairly, take their tasks seriously, offer considerable encouragement, maintain open communication, provide counsel and assistance, and preserve mutual respect (Bjornsdottir & Rule, 2017; Agarwal et al., 2020). Physical support is frequently interpreted as a form of encouragement provided by supervisors to employees through recognition, social activities, creating a positive workplace environment, providing task feedback, providing work equipment, and managing tasks in emergencies (Cronkite & Moos, 1984; Nahum-Shani et al., 2014).

Impressively, recent studies on supervisor support emphasise the importance of moral and physical support in managing job stress, synergistically yielding positive results, particularly in terms of life satisfaction and proactive work behaviour (Nyfoudi et al., 2023; Topa et al., 2009). In organisational behaviour, life satisfaction is part of a broader

concept known as subjective well-being, which has been researched in psychology. Life satisfaction refers to employees' sense of accomplishment and success, which is strongly related to productivity, work performance, and personal well-being. Life satisfaction requires doing work that one appreciates efficiently and successfully while being adequately compensated for that effort (Diener et al., 1985; Aziri, 2011). In psychological behaviour, life satisfaction has two components: an emotional component distinguishing between positive and negative effects and a cognitive component known as life happiness (Topa et al., 2009; López-Ortega et al., 2016). Scholars like Ostroff (1992) have stressed the importance of employee satisfaction not only for employees but also for the organisation, as it can produce spectacular benefits. Thus, life satisfaction is essential in inspiring and encouraging people to achieve greater organisational performance. On the other hand, proactive work behaviour is associated with factors deemed necessary for organisations to adapt to rapid environmental changes, such as generating new ideas, improving self-development, acquiring technological skills, and employing work methods considered critical determinants of organisational success. These components are crucial in enhancing job-handling skills, creating a healthy work environment, raising employee awareness and motivation, and promoting behaviours to help the organisation achieve its goals (Hämmig, 2017; Mohamad et al., 2024). Furthermore, stress management strategies research shows that good supervisor support can lead to higher levels of life satisfaction, build proactive conduct, and reduce job stress.

However, despite the significance of this relationship, supervisor support as a potent predictor variable in the context of job stress is frequently overlooked (Nyfoudi et al., 2023; Mohamad et al., 2024). Many researchers have identified several gaps in the literature concerning supervisor support's role in addressing job stress. To address these gaps, most researchers argue that this situation is attributed to several reasons. First, prior studies have heavily emphasised supervisors' directive leadership styles in managing job stress to achieve organisational objectives while discussing the importance of support and categorising support types in both the public and private sectors. Second, most existing direct effect models focus on unidimensional variables, such as supervisors' ability to manage job stress (Kim et al., 2023). These models only capture the influence of the independent variable on the dependent variable within the supervisor support framework, leading to general disclosures and recommendations regarding supervisor support that may not adequately help employees and practitioners understand their ability to cope with their tasks. Third, most past studies have used an objectivist thinking approach that emphasizes non-human factors, such as organisational policies, standards, and work procedures. This thinking approach has not sufficiently elaborated the role of a supervisor in making effective decisions to support their organisations' strategic missions. Due to limitations in empirical research, this study intends to examine the relationship between supervisor support in managing job stress and

shaping dynamics of employee behaviour, thereby contributing to developing strategies and goals in today's rapidly evolving global environment.

This study provides four significant contributions. First, it underscores the importance of examining the literature on supervisor support in mitigating job stress dimensions, namely moral and physical support, as crucial predictors of life satisfaction and proactive work behaviour. Second, the study expands the literature on employee attitudes and behaviour by identifying elements of supervisor support in mitigating job stress and shaping dynamic employee behaviour. Third, this study attempts to demonstrate that supervisor support can play a crucial predictor role in the relationship between supervisor support in mitigating job stress and shaping dynamic employee behaviour. Finally, this study has specifically applied the principal meanings of social exchange theory (Emerson, 1976), conservation of resources theory (COR) (Hobfoll & Ford, 2007), and House's (1971) path-goal theory to explore how supervisor (leadership) influences followers through reciprocal interactions between leaders and subordinates. This application of company governance predicts the effect of supervisor support in mitigating job stress and shaping dynamic employee behaviour. This prediction can be proven by testing the causal relationship in the study model. Therefore, the insufficiency of existing empirical studies inspires the researchers to explore this study by simultaneously testing the inclusion and exclusion of supervisor support as a predictor variable in the relationship between supervisor support in mitigating job stress and shaping dynamic employee behaviour.

The paper is structured as follows. Section 2 overviews the relevant literature and formulates the hypotheses. Section 3 explains the research methodology. Section 4 presents the findings and Section 5 discusses them. Finally, Section 6 concludes the paper.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The relationship between supervisor support in mitigating job stress and shaping dynamic employee behaviour aligns with the principles of social exchange theory, elucidating the interplay between two parties in shaping dynamic social behaviour and expected rewards (Emerson, 1976). This theory frames social behaviour within reciprocal relationships built on motivational incentives, mutual care, encouragement, and open discussion of task-related issues, all aimed at helping individuals achieve valuable rewards. Employees perceive supportive supervisors as being in line with the principle of reciprocity, leading them to reciprocate by exerting effort and increasing productivity. Supervisors facilitate this exchange by providing support mechanisms, such as fostering communication and assisting in task management, minimising challenges and promoting smooth operations, thereby enhancing employee performance.

Additionally, the COR theory, articulated by Hobfoll and Ford (2007), provides a comprehensive framework for understanding how support and evaluation affect individual emotions and performance. This theory posits that human motivation thrives on positive stimulation, including the nurturing, safeguarding, and fostering of social bonds supporting positive behaviour. COR theory emphasises the significance of the source of support in enabling individuals to cope with various work situations. Furthermore, House's path-goal theory explores how leadership influences followers through reciprocal interactions between leaders and subordinates (House, 1971). It identifies leadership styles such as supportive, motivating, participative, and goal-oriented, which can inspire employees to achieve organisational objectives. In the context of social exchange, COR, and path-goal theories, supervisor support plays a pivotal role in shaping dynamic employee behaviour and performance.

The analysis of the scientific literature shows that empirical studies have found a positive correlation between supervisor support and employee behaviour. For example, a systematic literature search to identify primary studies ($k = 20$, $n = 957$) (Wang et al., 2022), 230 Zambian subordinates and their immediate expatriate supervisors working in a Chinese company in Zambia (Niu et al., 2022), a two-wave longitudinal field study of 114 Hong Kong employees (Hui et al., 2021), 579 survey questionnaires from Malaysian public sector employees (Ismail et al., 2023), 30 semi-structured interviews collected via Skype, FaceTime, or Zoom in public, private, and third sector organisations (Smith, 2019), 242 fully completed and matched responses (60 managers and 182 team members) (Nyfoudi et al., 2023), 20 companies across multiple industries in South Korea with 386 leader-follower dyads (Kim et al., 2023), 478 employees in public agencies in Malaysia (Mohamad et al., 2024), 187 information technology (IT) employees (Sri Sai & Pinapati, 2023), and 750 nurses working in healthcare institutions situated in Istanbul (Altaş et al., 2023) confirmed that supervisor support, when effectively implemented, can reduce the negative effects of stress on employees.

According to this study, moral and physical support are the most critical factors in improving employee behaviour, encompassing life satisfaction and proactive work behaviour. Therefore, based on empirical and theoretical studies supporting this direct relationship, the following hypotheses are formulated:

H1: Moral support is positively associated with life satisfaction.

H2: Moral support is positively associated with proactive work behaviour.

H3: Physical support is positively associated with life satisfaction.

H4: Physical support is positively associated with proactive work behaviour.

The theoretical and empirical evidence identified has been used to build a direct study model, depicted in Figure 1.

Figure 1. Research model

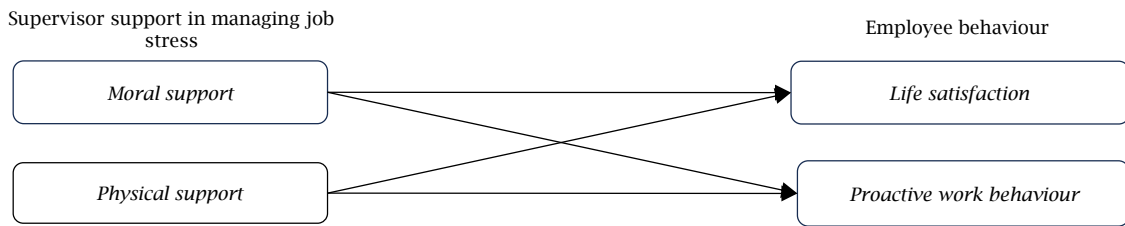


Figure 2. Cloud created using online software



Figure 2 shows the word cloud created using online software. It displays the most common words in the largest typefaces, while smaller fonts show the least common words. Aside from the stop words, the word cloud includes all additional words

that appeared in the titles of the publications. The word cloud is an effective technique for presenting complex information in a simple style (Birko et al., 2015).

Figure 3. Global Google trends for the “job stress” query on February 28, 2024

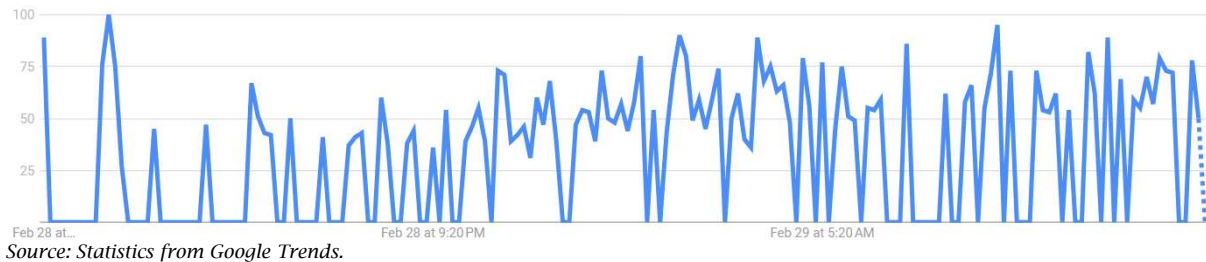


Figure 3 shows Google Trends searches worldwide for the “job stress” query on February 28, 2024. Google Trends is a freely available tool developed by Google that provides reports on search popularity in Google Search.

3. RESEARCH METHODOLOGY

In line with the purpose of this study, the researchers adopted the positivist research philosophy to measure cause-effect relationships. This philosophy allows researchers to identify the effects or outcomes of a study based on more detailed, clear, and accurate observation and measurement techniques (Creswell, 2014; Saunders et al., 2009). Additionally, this approach enables researchers to use existing theories to formulate hypotheses, collect data, and conduct further verification or analysis (Creswell, 2014; Saunders et al., 2009).

For instance, the first step in this method involves the researcher referring to literature related to supervisor support in the context of job stress, which is empirically based, to identify issues relevant to current organisational development. The second step involves applying principles, concepts, or theories representing best practices in organisational management. For example, this study develops a model explaining the relationship between supervisor support in mitigating job stress and shaping dynamic employee behaviour and tests this model using quantitative methods.

A cross-sectional technique has been used in this study. This strategy was chosen because it helps researchers incorporate essential data from organisational leadership literature, pilot studies, and questionnaires. Using this approach, researchers can improve data quality, decrease biases, and collect data more accurately (Creswell, 2012; Sekaran & Bougie, 2010; Creswell & Plano Clark, 2011).

This study involves a sample of participants from employees serving in various staffing roles within company governance in Malaysia. The organisation consists of various units, including the service division, staffing and organisation division, pension division, human capital development division, salary and allowance division, psychology division, and digital and IT division.

The initial sample comprised 600 employees from various service and professional groups within different units, sections, and divisions of Malaysia's company governance. These employees were recruited using a purposive sampling technique. Specifically, this sampling technique was chosen because the organisational management could not provide a complete list of employees due to confidentiality reasons and the desire to protect corporate reputation and image.

Consequently, random sampling could not be used to select study participants. Of the total questionnaires distributed, 570 (95%) were completed and returned to the researchers. Respondents volunteered to complete the questionnaire without any form of coercion.

The questionnaire in this study consists of three main sections. Firstly, supervisor support in mitigating job stress is assessed based on 13 items adapted from leadership-related literature (Antonakis & House, 2014; Carless et al., 2000). Supervisor support in mitigating job stress is measured using *moral support* (7 items) and *physical support* (6 items). Secondly, employee behaviour is assessed

based on 11 items adapted from employee attitude literature (Da Costa Guterres et al., 2020; Diener et al., 1985). Employee behaviour is measured using *life satisfaction* (6 items) and *proactive work behaviour* (5 items).

Using translation procedures, the original version is then compared against the translated form from English to Malay (Patton, 2002; Punnett & Shenkar, 1996). The researchers hired a competent translation agency to translate the questionnaire items into both Malay and English so that the questionnaire created would be appropriate for the setting of the research organisation under study. This stage is critical for ensuring that the respondents understand the true meaning of the items utilised, enhancing the quality of the research instrument, and maintaining the original content (Brislin, 1970; Lomand, 2012).

4. RESEARCH RESULTS

Table 1 shows the demographic profile of the respondents. The report outlines the distribution of participants across various demographic categories, including age, marital status, gender, services group, and length of service. Most respondents are between 34 years old and 39 years old (37.2%), married (71.6%), Malay (92.6%), female (69.3%), Bachelor's degree holders (35.4%), in the support group (53.2%), and have a length of service of 6 to 10 years (51.40%).

Table 1. Respondents' profile

<i>Profile</i>	<i>Sub-profile</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Age	Less than 27 years old	66	11.6
	28-33 years old	132	23.2
	34-39 years old	212	37.2
	40-45 years old	104	18.2
	Over 46 years old	56	9.8
Marital status	Single	162	28.4
	Married	408	71.6
Race	Malay	528	92.6
	Chinese	18	3.2
	Indian	14	2.5
	Others	10	1.8
Gender	Male	175	30.7
	Female	395	69.3
Education level	Lower Secondary Assessment	4	0.7
	Malaysian Certificate of Education	108	18.9
	Malaysian Higher School Certificate	162	28.4
	Degree	202	35.4
	Masters	80	14.0
	Doctor of Philosophy	14	2.5
Services group	Management and professional	267	46.8
	Support	303	53.2
	6-10 years	293	51.40
Length of services	11-15 years	170	29.8
	More than 16 years	107	18.8

4.1. Measurement model

The measurement model was assessed using confirmatory factor analysis (CFA) based on convergent and discriminant validity tests (Hair et al., 2017). Measurement models show the relationship between indicators and constructs. The minimum threshold value for factor loading should be 0.708, and the required threshold value for composite reliability is 0.70 (Creswell & Plano Clark, 2011; Hair et al., 2017). The threshold value for average variance extracted (AVE) is 0.50.

Table 2 shows that the outer loadings for all the study constructs are larger than 0.708, and the AVE values are larger than 0.5, indicating that the results meet the convergent validity criteria. Furthermore, the composite reliability values for all study constructs are greater than 0.70, indicating a high level of internal consistency.

Table 2. Analysis of convergent validity

Constructs	Outer loading	Composite reliability	AVE	Cronbach's alpha
Moral support		0.950	0.767	0.949
MRS1	0.865			
MRS2	0.893			
MRS3	0.884			
MRS4	0.876			
MRS5	0.873			
MRS6	0.880			
MRS7	0.861			
Physical support		0.925	0.723	0.923
PYS1	0.777			
PYS2	0.851			
PYS3	0.890			
PYS4	0.862			
PYS5	0.883			
PYS5	0.834			
NGD6	0.777			
Life satisfaction		0.907	0.676	0.904
JBS1	0.797			
JBS2	0.812			
JBS3	0.823			
JBS4	0.808			
JBS5	0.844			
JBS6	0.847			
Proactive work behaviour		0.934	0.783	0.931
PSB1	0.876			
PSB2	0.870			
PSB3	0.893			
PSB4	0.888			
PSB5	0.898			

Table 3. Heterotrait-monotrait (HTMT) analysis

Construct/Relationship	HTMT
Physical support ↔ Moral support	0.810
Life satisfaction ↔ Moral support	0.705
Life satisfaction ↔ Physical support	0.695
Proactive work behaviour ↔ Moral support	0.650
Proactive work behaviour ↔ Physical support	0.644
Proactive work behaviour ↔ Life satisfaction	0.829

The HTMT ratio of correlations was used to evaluate all the study constructs, as shown in Table 3. This analysis reveals that all study constructs in direct relationships have values

less than 0.85, indicating that they meet the discriminant validity criterion (Hair et al., 2017).

Table 4 displays variance inflation factor (VIF) values and a descriptive analysis of the constructs. The means for the study constructs fall within the range of 5.277 to 6.890. These tables indicate that *moral support*, *physical support*, *life satisfaction*, and *proactive work behaviour* range from high (4) to the highest (7). Additionally, the VIF values for the relationships among the study constructs are all below 5.0. It suggests that collinearity issues do not significantly affect the data (Hair et al., 2017).

Table 4. VIF and descriptive analysis of the constructs

Construct	VIF		Mean	Std. deviation
	Life satisfaction	Proactive work behaviour		
Moral support	2.353	2.353	5.659	0.752
Physical support	2.353	2.353	5.277	0.712
Life satisfaction			6.890	0.510
Proactive work behaviour			5.473	0.624

The standardised root mean square residual (SRMR) is the differentiation between the model-implied correlation matrix and the observed correlation. Therefore, it allows the assessment of the average magnitude of the difference between expected and observed correlations as an absolute measure of the (model) fit criterion. Table 5 shows the model fit analysis results. The SRMR value is 0.086, indicating a considerably good fit for the saturated model (Hu & Bentler, 1999).

Table 6 displays the outcomes of the cross-loading analysis. As per the findings, the indicator values for each construct surpass those of other

constructs. It implies that the items in the study achieved the necessary level of discriminant validity (Hair et al., 2017).

Table 5. Model fit analysis

Model fit	Saturated model	Estimated model
SRMR	0.047	0.086
d_ULS	0.650	2.225
d_G	0.409	0.507
Chi-square	1428.534	1640.634
NFI	0.886	0.869

Note: NFI — normed fit index.

Table 6. Cross loading analysis

	<i>Moral support</i>	<i>Physical support</i>	<i>Life satisfaction</i>	<i>Proactive work behaviour</i>
<i>Moral support</i>	0.509	0.448	0.797	0.544
	0.523	0.504	0.812	0.554
	0.515	0.497	0.823	0.598
	0.521	0.523	0.648	0.876
	0.490	0.495	0.681	0.870
	0.541	0.542	0.671	0.893
<i>Physical support</i>	0.531	0.507	0.671	0.888
	0.621	0.575	0.710	0.898
	0.531	0.527	0.808	0.650
	0.578	0.591	0.844	0.696
	0.569	0.567	0.847	0.710
	0.865	0.657	0.574	0.561
<i>Life satisfaction</i>	0.893	0.664	0.578	0.559
	0.884	0.664	0.548	0.528
	0.876	0.654	0.564	0.537
	0.873	0.669	0.574	0.518
	0.880	0.686	0.597	0.555
	0.861	0.655	0.581	0.504
<i>Proactive work behaviour</i>	0.566	0.777	0.495	0.488
	0.645	0.851	0.528	0.487
	0.658	0.890	0.573	0.548
	0.642	0.862	0.543	0.497
	0.681	0.883	0.561	0.528
	0.673	0.834	0.554	0.504

4.2. Structural model

This study examined four positive relationships using the SmartPLS bootstrapping method. The results of the direct effect hypothesis are presented in Table 7. The findings of the analysis revealed four significant results. First, *moral support* is associated with *life satisfaction* (*H1*, $\beta = 0.402$; $t = 7.163$; $p = 0.000$). Second, *moral support*

is associated with *proactive work behaviour* (*H2*, $\beta = 0.377$; $t = 6.086$; $p = 0.000$). Third, *physical support* is associated with *life satisfaction* (*H3*, $\beta = 0.334$; $t = 6.105$; $p = 0.000$). Fourth, *physical support* is associated with *proactive work behaviour* (*H4*, $\beta = 0.313$; $t = 4.951$; $p = 0.000$). Therefore, *H1*, *H2*, *H3*, and *H4* were supported.

Table 7. The results of the hypotheses testing of the research model

<i>Hypotheses</i>	<i>Original sample (O)</i>	<i>t-statistics (O/STDEV)</i>	<i>p-values</i>
<i>H1: Moral support → Life satisfaction</i>	0.402	7.163	0.00
<i>H2: Moral support → Proactive work behaviour</i>	0.377	6.086	0.00
<i>H3: Physical support → Life satisfaction</i>	0.334	6.105	0.00
<i>H4: Physical support → Proactive work behaviour</i>	0.313	4.951	0.00

Table 8 presents the findings from the structural model analysis. The reported results indicate the effect sizes, denoted by f^2 , for various relationships within the model. The correlation between *life satisfaction* and *moral support* yields an f^2 of 0.131, indicating a small effect size. Similarly, the correlation between *life satisfaction* and physical support results in an f^2 of 0.090,

indicating a small effect size. The effect size for the relationship between *moral support* and *proactive work behaviour* is $f^2 = 0.104$, indicating a small effect size. Next, the effect size for physical support and *proactive work behaviour* is $f^2 = 0.072$, indicating a small effect size. A substantial R^2 for *life satisfaction* is 0.475, and for *proactive work behaviour* is 0.417, indicating substantial effects.

Table 8. R^2 and f^2 of endogenous constructs

<i>Construct</i>	f^2		R^2
	<i>Life satisfaction</i>	<i>Proactive work behaviour</i>	
<i>Moral support</i>	0.131	0.104	
<i>Physical support</i>	0.090	0.072	
<i>Life satisfaction</i>			0.475
<i>Proactive work behaviour</i>			0.417

In addition to evaluating the magnitude of the R^2 value as a criterion of prediction accuracy, it is also essential to examine the Stone-Geisser Q^2 value as a criterion of prediction relevance (Stone, 1974; Geisser, 1974). The Q^2 value of the latent

variable in the partial least squares (PLS) path model was obtained using a blindfolding procedure. Table 9 shows the Q^2 values of endogenous constructs. The Q^2 value of 0.323 demonstrated acceptable predictive relevance.

Table 9. Q² of endogenous constructs

<i>Construct</i>	<i>SSO</i>	<i>SSE</i>	$Q^2 (= 1 - SSE / SSO)$
<i>Moral support</i>	3990.000	3990.000	0.000
<i>Physical support</i>	3420.000	3420.000	0.000
<i>Life satisfaction</i>	3420.000	2336.677	0.317
<i>Proactive work behaviour</i>	2850.000	1930.152	0.323

Note: SSO — sum of squares for the construct, SSE — sum of squares for the error.

5. DISCUSSION

Research on job stress, especially in company governance settings, is limited. This study explores more widely to carry out empirical research investigating the relationship between supervisor support in mitigating job stress and shaping dynamic employee behaviour to overcome this gap. The main findings of this study confirm that supervisor support (moral support) has a significant and positive impact on proactive work behaviour and life satisfaction. This result coincides with studies carried out by previous researchers (Hui et al., 2021; Wang et al., 2022; Niu et al., 2022). This study found that moral support, such as fairness, taking tasks seriously, offering significant encouragement, maintaining open communication, and providing advice and guidance, can increase the effect on employee behaviour (life satisfaction and proactive work behaviour). Secondly, supervisor support (physical support) significantly impacts proactive work behaviour and life satisfaction. This result is in line with studies carried out by previous researchers (Nyfoudi et al., 2023; Kim et al., 2023; Mohamad et al., 2024). This study found that physical support, such as recognition, carrying out social activities, building a conducive workplace environment, and giving task feedback, can increase the effect on employee behaviour (life satisfaction and proactive work behaviour). Specifically, it confirms that the supervisor's role plays an essential part as an effective predictor of the relationship between supervisor support in mitigating job stress (for example, moral support and physical support) and shaping dynamic employee behaviour (for example, life satisfaction and positive behaviour). This study illustrates that supervisors' moral and physical support in handling job stress is an essential factor that significantly affects employees' life satisfaction and proactive behaviour.

Moral support from supervisors, including actions such as fair treatment, serious consideration of employees' duties, encouragement, and open communication, has been shown to affect employee behaviour profoundly and can help reduce the effects of job stress. This type of support not only fosters a positive work environment but also contributes to higher levels of life satisfaction and a greater likelihood that employees will engage in proactive work behaviours.

Similarly, physical support from supervisors, including recognition, organisation of social activities, creation of a conducive workplace environment, and provision of feedback on tasks, also plays a vital role in shaping dynamic employee behaviour. The physical presence and tangible actions of support from supervisors help reinforce positive employee outcomes, further increase their life satisfaction, and encourage proactive behaviour.

These findings emphasise the importance of the supervisor's role as a key driver in improving

employee well-being and productivity. By actively engaging in moral and physical support, supervisors can predict and positively influence the relationship between supervisor support in mitigating job stress and shaping dynamic employee behaviour, leading to better job satisfaction and a more dynamic and proactive workforce. This research highlights the need for organisations to foster supportive supervisory practices to maximise employee potential and well-being.

According to the study context, most respondents consider the level of moral and physical support from supervisors to be very high. It shows that the active involvement of supervisors in fostering this environment will promote the growth and positive development of employee behaviour. These findings align with previous research on supervisor support in organisational settings.

The results of our study provide several relevant and significant contributions to research and theory. First, this study developed a comprehensive model of supervisor support in mitigating job stress to investigate inconsistent findings about the relationship between supervisor support in managing job stress and shaping the dynamics of employee behaviour. Second, moral support demonstrated through practices such as being fair, taking tasks seriously, offering significant encouragement, maintaining open communication, providing advice and guidance, and maintaining mutual respect appears to be an essential antecedent to positive behaviour. Third, physical support, such as recognition, carrying out social activities, building a conducive workplace environment, giving task feedback, providing work equipment, and managing tasks if employees face emergencies, emerged as critical factors influencing employee behaviour. Previous studies have consistently shown that supervisor support practices such as moral and physical support can significantly affect employee behaviour. Finally, constructs (supervisor support) and subconstructs (moral and physical support) have been identified as effective predictors in the supervisor support model to reduce the effects of work stress in an organisational environment. Regarding the methodological implications, the collected survey questionnaire data have undergone rigorous validity and reliability analyses, ensuring the robustness of the research methodology. This thorough approach increases confidence in the accuracy and reliability of the research findings.

This study provides insight into the practical implications for practitioners, particularly in company governance in Malaysia. First, this study suggests that supervisors and employees are intensively involved in practising open communication, such as starting a conversation with one's supervisor about the pressures one is facing by being honest and specific about the challenges. Second, it recommends identifying support actions, such as discussing with the supervisor what type of support

is most beneficial, assigning tasks or providing additional resources. Third, it advises setting clear expectations to ensure that the employee and supervisor understand the responsibilities and priorities that must be completed. It can help reduce ambiguity and avoid unnecessary stress. Fourth, it suggests utilising available resources by linking supervisor and employee roles with resources for counselling services, stress management workshops or flexible work arrangements. Fifth, for resolving organisational conflicts, supervisors must possess adept conflict resolution skills to manage and prevent disagreements within the organisation proactively. In unavoidable circumstances, they should be prepared to address conflicts, foster harmony, and devise positive solutions to enable subordinates to continue their tasks smoothly.

6. CONCLUSION

We developed a unique supervisor support in mitigating job stress framework for examining the relationship between supervisor support in mitigating job stress and shaping dynamic employee behaviour in company governance in Malaysia. The results of bootstrapping analysis using SmartPLS software confirm that supervisor support can function as a vital predictor variable in the correlation between supervisor support in mitigating job stress (moral support and physical support) and shaping dynamic employee behaviour (life satisfaction and positive behaviour). This finding is one of the preliminary studies investigating how supervisor support functions in company governance in Malaysia, especially in reducing the effects of work stress. This finding is consistent with and supported by numerous articles published in the 21st century, most of which explore the phenomenon of supervisor support in mitigating job stress and shaping the dynamics of employee behaviour in both Western and Asian countries. In summary, this study concludes that

the supervisor's ability to implement elements of moral and physical support can enhance employee behaviour (such as life satisfaction and positive behaviour) in the organisation being studied.

This study also has certain limitations. Firstly, data collection is limited and focuses only on company governance in Malaysia. Secondly, respondents' profiles and sub-profile characteristics were not analysed using the SmartPLS measurement and structural models. Thirdly, the cross-sectional method only provides an overview and does not focus on the detailed correlation between the behaviour and attitudes of participants. Fourthly, this study only evaluates the relationships existing between the study variables. Fifthly, the research data obtained cannot monitor the participants' answers or represent the studied population.

These limitations must be overcome through various improvements and suggestions for future studies. Firstly, it is crucial to consider the criteria of the participants, including type of service, age, length of service, and education, as they may explain the differences and similarities in their behaviour regarding the research topic. Secondly, longitudinal methods should be considered to compare sub-samples studied across different periods. Thirdly, specific characteristics of supervisor support, such as information support, action planning, building self-awareness, emotional intelligence, providing feedback, and fostering accountability, are essential because these characteristics can influence employee behaviour significantly. Fourthly, the characteristics of employee behaviour, including extrinsic factors, intrinsic factors, psychological empowerment, constructive voice behaviour and communication (both formal and informal), require deeper exploration. These suggestions should be considered accordingly to strengthen future studies. Finally, talent development can be examined more comprehensively by including elements of learning with organisational aspects.

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