

THE ROLES OF JOB SATISFACTION AND PERCEIVED SUPERVISOR SUPPORT IN THE RELATIONSHIP BETWEEN FOLLOWERSHIP STYLES AND PSYCHOLOGICAL WELL-BEING

Endy Tuhumury

Entrepreneur in Jayapura, Papua, Indonesia

Email: endytimothy@gmail.com

Martinus Parnawa Putranta

Faculty of Business and Economics Universitas Atma Jaya Yogyakarta, Indonesia

Email: parnawa@staff.uajy.ac.id (corresponding author)

Mpholle Clement Paepae

Lesotho Institute of Public Administration and Management (LIPAM), Lesotho

Email: mpholle@yahoo.com

Abstract

The quest to provide excellent services causes the aviation industry face challenges that can impair the well-being or “happiness” of its employees. Therefore, managing employee well-being is crucial for the industry to help its employees feel positive while serving the companies. This research aimed to examine the roles of followership styles, job satisfaction and perceived supervisor support in promoting psychological well-being in the Indonesian air transport operator contexts. Specifically, the research examined the impact of job satisfaction on psychological well-being and assessed whether job satisfaction itself was influenced by employees’ followership styles and their perceived supervisor support. A test was also performed to examine the moderating role of perceived supervisor support in the relationship between followership styles and job satisfaction. On-line questionnaires were distributed to potential respondents using a combination of convenience and purposive sampling. A number of 109 non-managerial employees from several Indonesian commercial and non-commercial air transport operators involved. Structural Equation Modeling was adopted to test the proposed hypotheses. The findings showed the majority of respondents enacted “exemplary followership” styles. This style positively related to job satisfaction. However, perceived supervisor support was not found to moderate the relationship. The managerial implication of the findings is outlined.

Keywords: followership styles; perceived supervisor support; job satisfaction; psychological well-being; airport operators

JEL Classification: J24, M12, O15

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INTRODUCTION

The workplace environment has a great influence on the physical, emotional as well as social aspects of employees’ lives. Mental health issues arising from the job

can compromise employees’ abilities to perform their jobs (Cahill, Cullen & Gaynor, 2023). High stress, burnout or other similar mental health issues result in unwell and unmotivated employees which

in turn lead to their low engagement, unexplained absenteeism, high turnover and mass resignation. Considering these, ensuring and maintaining well-being at work has been highlighted in today's occupational life.

There has been no consensus about a single definition of well-being. Authors, relate such a psychological state to the experience of positive emotions and the absence of negative emotions (Kosec, Sekulic, Wilson-Gahan, Rostohar, Tusak, & Bon, 2022); optimal experience and functioning (Lamarche & Marchand, 2019); an overall positive state of an individual in mental, physical, emotional, psychological, occupational and social dimensions (Jaiswal & Dyaram, 2020). One key dimension of wellbeing has been commonly called as 'psychological well-being' or 'mental health' (Singh & Singhi, 2015). In workplace context, psychological well-being describes how individuals can, among others, establish positive relationships with the people around and provide the life development personally (İşgör, & Haspolat, 2016).

The aviation industry requires its employees to work in limited place and time in order to meet customer demand and expectations. These employees are frequently overworked and unable to have flexible work hours due to the demand which in turn place them at a risk of experiencing a harmful mental health or wellbeing (Kocak D, 2020). Therefore, identifying determinant employee well-being in the aviation industry is of critical importance (Cahill, Cullen & Gaynor, 2023) in order to design a workplace environment that can enhance the well-being.

A number of factors play a role in the promotion of well-being. Job satisfaction takes an important place among the factors (Sironi, 2019). Generally speaking, job satisfaction refers to a positive emotional state employees experience regarding their jobs at work (Berglund, Sevä & Strandh,

2016, Sironi, 2019). This positive emotion at work may contribute to increasing satisfaction in non-work areas, including well-being (Sironi, 2019). On the other hand, job satisfaction itself is influenced by perceived supervisor support. In simple terms perceived supervisor support refers to the extent employees get aid from their superiors (Nabawanuka, & Ekmekcioglu, 2022). Supervisors can help employees to cope with stressful work or other similar work-related demand, situations and environments that can potentially harm the wellbeing of employees (Kalliath, Kalliath, Xi, & Chan, 2020). This kind of support will make employees feel secured in case they are in need which in turn lead to the employees to have positive affect or experience higher levels of well-being (Roemer and Harris, 2018). Job satisfaction also can be seen from followership framework (Gatti, Ghislieri & Cortese, 2017). Followers who are actively engaged in their work will be able to justify their behaviors and believe that their jobs are worthwhile which in turn lead to the employees to have positive attitude toward the jobs (Jin, McDonald, & Park, 2016). Although effective supervisors can help employees experience positive feelings during at work which is beneficial for their wellbeing this situation may be impaired by the neurotic behavior of the followers Junça, & Caetano (2023). This is to say that the characteristics of followers contribute to the rise in their job satisfaction as well as their well-being.

LITERATURE REVIEW

Followership

Followership is a concept that explains how individual employees enacted follower roles in the organization (Kelley, 1992). Followers are roles that are enacted by individual employees when following their leaders (Kellerman, 2008). Furthermore, Kelley conceptualizes followership in two main dimensions, namely independent critical thinking and active engage-

ment. The first dimension reflects how followers are able to think for themselves, provide constructive criticism and suggestions. Meanwhile, the dimension reflects how followers take the initiative and demonstrate active participation in the organization to do work and/or in the leadership process, and make decision (Carsten, 2017; Kelley, 1992; 2008). Using the two dimensions then Kelley proposes five types of followership styles. *Passive (sheep) follower*, is the type of follower who shows a very low level of independent critical thinking and active engagement. These kinds of followers usually are lacking of initiative and waits for direction or instructions from leaders. *Alienated follower*, is the type of follower who has a high level of independent critical thinking but low active engagement. They tend to act on their own, skeptical, and less likely to feel part of a workgroup or organization. The alienated followers feels only exploited for the interests and advantages of the leader and the organization. *Conformist follower (yes-people)*, is the opposite of alienated followers because they have a low level of independent critical thinking but are highly actively engaged. Conformist follower tends to merely follow the leader's orders, obey the leader's authority, demonstrates weakness in self-confidence, and creativity, however, they are very loyal to the leader and the organization, even ready to compromise personal needs just for the interests of the leader and the organization. *Pragmatists follower*, is the type of follower who shows a moderate level of critical thinking and engagement. Capable of balancing their performance in performing given tasks or work. *Exemplary (star or effective) follower*, is considered the most ideal type of follower and very effective for leaders and organizations because have demonstrated a very high level of independent critical thinking and active engagement compared to the other types of follower. An exemplary follower has innovation and creativity, spread positive energy, focuses

on goals, takes initiative, commits and is responsible, also able to challenge the leader's decision by providing constructive ideas or suggestions to support the leader in decision making.

Perceived Supervisor Support

Supervisor is a manager who is in charge of, and coordinates the activities of a group of employees engaged in related activities within a unit of an organization (Newstrom, 2013). Employees have a belief that supervisor support also can be considered as part of organizational support to employees. So just as the organization which is care and respect to their employees, perceived supervisor support entailed evolving employee's perceptions of how supervisors act as an agent of the organization that provide support for employees, have a concern, and appreciate employee's contributions (Burns, 2016).

Explicitly, perceived supervisor support is defined as the extent to which employees believe that supervisors care about their subordinates, value subordinates' contributions and capability, offer support, and pay attention to the subordinates' well-being, providing work performance-related feedback, and career development (Fukui et al., 2014), while Nespoli (2017) also argues that supervisor support may includes task or work support and personal support.

Job Satisfaction

Job satisfaction is defined as a positive or a negative evaluative assessment of one's job in the organization (Weiss & Merlo, 2015). Burt (2015) argues that job satisfaction is an attitude or evaluation result on a person's job features that generate a level of pleasure (positive affective) that comes from the job. Traditionally, researchers have divided two approaches related to job satisfaction categories. Some researchers have applied the known as "overall" satisfaction, which is satisfaction about one's job as a whole.

While some other researchers have applied “facet” satisfaction, the satisfaction which is based on specific factors of one's job (e.g., salary, supervision, occupation) (Weiss & Merlo, 2015). Thus, job satisfaction is also considered oftentimes involve a person's feelings or positive state of mind in accordance with the nature of a person's job as a whole, or which is influenced by various factors from his or her job such as the type of organizational policy, supervisor support and supervision function, administration, salary, and quality of work (Farooqui & Nagendra, 2014).

Psychological Well-Being at Work

The development of the concept of psychological well-being that has been widely used to date can be traced to the research conducted by Ryff (1989). Ryff is considered the first scholar that proposes a theoretical model of psychological well-being using the basic concept of Aristotelianism, namely the eudaemonism perspective (eudaimonic). The eudaemonism perspective sees well-being more focused on how a person's personal development and growth is for the fulfillment of a person's potential and self-actualization so that the person is able to live his or her life in a complete and very satisfying way (Bartels et al., 2019; Fisher, 2014).

In a general context, psychological well-being can be defined as the condition of individuals who have positive attitudes towards themselves and others. Each of these individuals can make their own decisions and control their personal behavior, at the same time creating and managing an environment that suits their life needs, having life goals and making life more meaningful, and trying to explore and develop their potential (Liona & Yuniardi, 2020).

In the job-specific context, psychological well-being as viewed from the

perspective of employees subjectively means positive experiences of employees regarding their job as a life domain that offers opportunities to develop their abilities and potential in the workplace (Fisher, 2014), including building good interpersonal relationships with people within the scope of their work. The point is how employees' feelings and conditions of well-being are related to their work (Pradhan & Hati, 2019). Conceptually, employees' psychological well-being related to their work in the workplace may include interpersonal fit, thriving at work, feelings of competence, perceived recognition, and desire for involvement (Dagenais-Desmarais & Savoie, 2012).

Hypothesis Development

Followership Style and Job Satisfaction

Theoretically, the relationship between employees' followership behavior and their level of job satisfaction can be explained through cognitive dissonance theory. Dissonance is a state of negative affect and/or psychological discomfort that results when an individual experiences two cognitions such as attitudes, beliefs, and behaviors (Hinojosa, Gardner, Walker, Coglisier, & Gullifor, 2017) that are inconsistent. Therefore, individuals will be motivated and seek to find a stable state to diminish the cognitive dissonance they experience by changing or adjusting their cognitive discrepancy (Hinojosa et al., 2017).

From the basis of cognitive dissonance theory, employees who enact their role as followers with a certain followership style also want their attitudes and followership behaviors to be consistent. Hence, employees will tend to change their attitudes more positively about their job to justify their followership behavior, thereby reducing the potential cognitive dissonance they might experience (Jin, McDonald, & Park, 2016) Thus, this research proposes the first hypothesis as follows:

H1: Followership style effects positively on job satisfaction.

Perceived Supervisor Support and Job Satisfaction

Job satisfaction has been associated with an employee's experience of events or conditions at the workplace. Supervisor support is one of the conditions or events in the workplace which has the potential to affect the level of employee job satisfaction (Meier & Spector, 2015). Employees will start a positive evaluation of their work environment if they feel that the leader or supervisor cares and provides socio-emotional support. So by the evaluation, it can increase the level of employee job satisfaction in the organization. Several previous research have also claimed that employees who perceived supervisor support have a positive impact on increasing their level of job satisfaction (Boyer & Edmondson, 2015; Nespoli, 2017; Qureshi & Abhamid, 2017). Thus, this research proposes the second hypothesis as follows:

H2: Perceived supervisor support effects positively on job satisfaction.

Moderating Role of Perceived Supervisor Support

Jin et al. (2016) found that employees who enacted exemplary followership style (Kelley, 1992) because demonstrated followership behaviors were found to have a significant positive effect on job satisfaction and the level of job satisfaction becomes greater when perceived supervisor support is high. This is in line with notion of Burns (2016), that followers who perceived supervisor support will tend to be more satisfied with their job whereas when supervisors show poorly or no interest in investing in quality relationships with their followers or subordinates it can have a negative impact on job satisfaction which becomes lower. Therefore, employees who enacted an exemplary followership style in the organization will

have greater job satisfaction when they perceived supervisor support at work. Thus, this research proposes the third hypotheses as follows:

H3: Perceived supervisor support positively moderates the effect of followership style on job satisfaction.

Job Satisfaction and Psychological Well-Being

There is a fact that employees' psychological well-being has been linked to their level of job satisfaction (Johnson et al., 2018). Psychological well-being refers to the extent to which employees have positive affective experiences at work, while job satisfaction is the result of employees' evaluation of their job features that result in an assessment of the level of pleasure or positive affective state (Burt, 2015; Johnson et al., 2018). This affective state is a benchmark for the correlation between job satisfaction and psychological well-being. Employees who are satisfied with their work will tend to feel better psychologically, therefore, job satisfaction as an attitude towards employees' affective responses to their job has an important effect on their psychological well-being at work (Johnson et al., 2018). This notion is supported by the research evidence which indicates that measures of job satisfaction and psychological well-being are correlated. Empirically, results from several previous research have proven that job satisfaction has a positive relationship and effect on psychological well-being (Babalola & Odusanya, 2015; Krings, 2018; Liona & Yuniardi, 2020). Thus, this research proposes the fourth hypothesis as follows:

H4: Job satisfaction effects positively on psychological well-being at work.

Research framework

Based on the developed hypotheses, the proposed research model for this research is presented in [Figure 1](#).

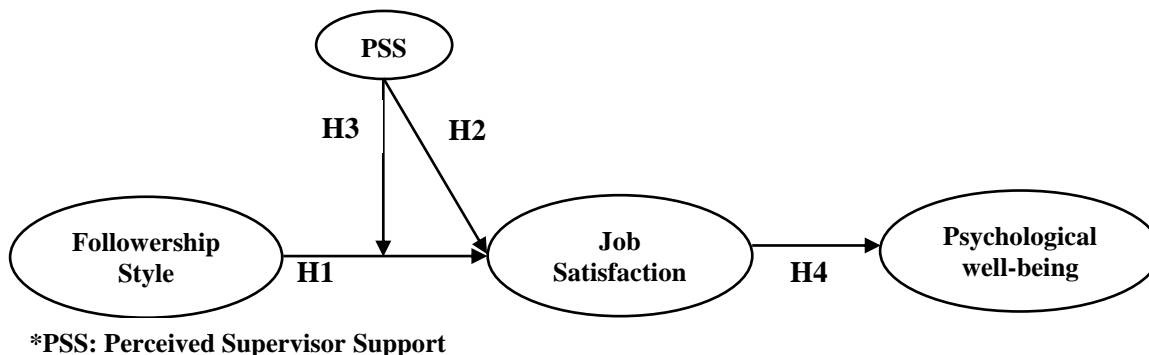


Figure 1. Research Model

RESEARCH METHOD

Data Collection and Sample

The design of this research was cross-sectional and entailed quantitative data. A combination of purposive and convenience sampling was used in the sense that the target respondents had to enact roles as followers or subordinates in several organizations of air transport operator that are easily reachable by researchers. The primary data of this research was obtained through the distribution of online questionnaires using a Google form and sent through email or virtual social networking sites to the target respondents. A total of 109 employees involved in the research.

Measures

The measurement of the followership style variable consisted of the dimensions of independent critical thinking (ICT) and active engagement (AE) and measured by a 7-point likert scale (0 = never; 6 = always) on each of the 10 items of the Kelley Followership Questionnaire-Revised (Ligon et al., 2019). Cronbach's alpha for the dimension of independent critical thinking was 0,794, while Cronbach's alpha for the dimension of active engagement was 0,861. This instrument also measured and identified the five followership styles demonstrated by the target respondents using the recommended assessment criteria from Novikov (2016). The scale was formed by

adding up scores to the sum, in which the minimal number of scores on each dimension is 0 and the maximum is 60 (Hinić et al.,2016), notably: passive (ICT score 0-19, AE 20-30), alienated (ICT score 31-60, AE 0-19), conformist (ICT score 0-39, AE 41-60), pragmatist (ICT score 20-40, AE 20-40), and exemplary (ICT score 31-60, AE 41-60).

Perceived supervisor support (PSS) was measured by a 5-point likert scale (1 = strongly disagree; 5 = strongly agree) consisting of 8 items of indicators developed by Fukui et al. (2014) and Nespoli (2017). Cronbach's alpha of this instrument was 0,880.

The short version of the Minnesota Satisfaction Questionnaire (Weiss et al., 1967) was used to measure the level of job satisfaction. Respondents evaluated their overall job satisfaction using a 5-point likert scale (1 = very dissatisfied; 5 = very satisfied) on 12 items. Cronbach's alpha of this instrument was 0,886.

Psychological well-being at work was measured by a 6-point likert scale (0 = strongly disagree; 5 = strongly agree) on 15 items from the Index of Psychological Well-Being at Work (Dagenais-Desmarais & Savoie, 2012). Cronbach's alpha of this instrument was 0,924.

Lastly, to collect demographic information relevant to this research, have also included questions about gender, age, level of education, working department, period

of employment, employment status, and criteria of followership style.

RESULTS AND DISCUSSION

Descriptive Statistical Analysis

A total of 109 employees who were followers or subordinates in several commercial and non-commercial air transportation organizations in the Indonesian aviation industry participated in this research. The profile of the respondents is presented in [Table 1](#).

Then, [Table 2](#) also summarizes the descriptive statistical results of the research

variables. The employees in this research in general demonstrate independent critical thinking and are almost always actively engaged in the organization. This is consistent with the results of the employee followership style scoring ([Table 1](#)), that the majority are exemplary followers (59.6%) characterized by a high level of independent critical thinking and active engagement. In addition, the employees in this research also have a good perception of the support provided by their supervisors at work and on average tend to be satisfied with their overall job in the organization and subjectively agree with their psychological well-being at work.

Table 1. Respondent Profile

Category	Description	Frequency (employee)	Percentage (%)
Gender	Male	80	73.4
	Female	29	26.6
Age	18-24 years	2	1.8
	25-34 years	52	47.7
	35-44 years	25	22.9
	45-54 years	25	22.9
	≥ 55 years	5	4.6
Education level	Senior/vocational high school	30	27.5
	Diploma	24	22
	Bachelor	48	44
	Master	4	3.7
	Professional education	3	2.8
Working departement	Technical	43	39.4
	Operations	40	36.7
	Finance and Accounting	10	9.2
	HR & General Affairs	9	8.3
	Others	7	6.4
Period of employment	≤ 5 years	51	46.8
	5-10 years	34	31.2
	10-15 years	16	14.7
	15-20 years	3	2.8
	≥ 20 years	5	4.6
Employment status	Permanent	63	57.8
	Non-permanent	46	42.2

Table 1. Continue

Category	Description	Frequency (employee)	Percentage (%)
Followership styles	Passive	2	1.8
	Conformist	13	11.9
	Pragmatist	29	26.6
	Exemplary	65	59.6

Table 2. Variable Descriptive Statistics

Variable	Scales	Mean	Std. Deviation
Followership style			
1. Dimension of independent critical thinking	0 – 6	3.57	1.52
2. Dimension of active engagement		4.67	1.26
Perceived supervisor support	1 – 5	4.13	0.89
Job satisfaction	1 – 5	3.95	0.84
Psychological well-being at work	0 – 5	4.21	0.78

PLS-SEM Analysis

An alternative method of structural equation modeling (SEM) with a partial least squares analysis tool (SmartPLS 3.0) (Ringle et al., 2015) was used to analyze the effect of the relationship between the research variables in accordance with the hypothesis to be proven. PLS-SEM was chosen because it is able to overcome the complexity of the relationship between hypothesized variables with a weak theoretical basis and has a small data sample size with non-parametric assumptions (Hair et al., 2014; 2021). In addition, PLS-SEM can also make it easier to estimate hierarchical component models or higher-order constructs (Sarstedt et al., 2019). The research model in this research applied a hierarchical component model, especially the followership style variable which is a higher-order construct because theoretically employee's followership style is based on and demonstrated in the dimensions of independent critical thinking and active engagement (Kelley, 1992). Through the application of the hierarchical component model, the followership style variable was summarized into a single dimension that represented all lower-order constructs, namely independent critical thinking (ICT) and active engagement (AE). In accordance with the recommendations of

Sarstedt et al. (2019), the “disjoint two-stage” approach was used to estimate the hierarchical component model on the followership style variable in order to minimize parameter bias in the structural model relationship.

Generally, in the PLS-SEM analysis, there are two test models that should be carried out, particularly the estimation of the measurement model (outer model) in order to assess the reliability and validity of the construct and the estimation of the structural model (inner model) which is carried out to analyze how the effect between the variables is related in the path model as well as a research hypothesis testing (Hair et al., 2014; 2021). Principally for the two-stage disjoint approach, in the evaluation of the measurement model, it is necessary to add two measurement models to be carried out, notably the evaluation of the measurement model for lower-order constructs and further evaluation of the measurement model for higher-order constructs (Sarstedt et al., 2019).

Measurement Model – First Stage

The first step in the disjoint two-stage approach is to perform estimates that relate all lower-order constructs (including exogenous and endogenous variables) without

high-order constructs in the path model. The results of the evaluation of the reflective measurement model (Table 3) on the lower-order constructs show that the outer loadings output of all items in each construct has met the criteria because it is greater than the ideal value of 0,708 as indicate that the construct explains more than 50 percent of the indicator's variance and providing acceptable item reliability, except for items AE1, AE6, and AE10 in the active engagement construct, items ICT1; ICT4; ICT7; ICT8; ICT9; ICT10 in the construct of independent critical thinking, items JS1, JS6; JS7; JS8; JS9 in the construct of job satisfaction, and items PWB4 and PWB15 in the construct of psychological well-being at work, because each item of these constructs has low loadings ($\leq 0,40$), therefore need to be removed (Hair et al., 2014; 2021). Meanwhile, several items that have outer loadings lower than 0,708 are still retained because of the composite reliability (CR) value which indicates the reliability of the internal consistency of the construct, and the average variance extracted (AVE) value which determines the convergent validity of the construct, has met the recommended criteria ($CR \geq 0.708$ and $AVE \geq 0.5$) (Hair et al., 2014; 2021).

The heterotrait-monotrait correlation ratio (HTMT) is a recent and conservative approach as an assessment criterion for detecting low discriminant validity of the construct (Hair et al., 2021; Henseler et al., 2015).

From Table 4, using the HTMT approach as a more conservative threshold of assessment criteria to see the sensitivity of the discriminant validity of constructs that are conceptually different (Henseler et al., 2015), it can be seen that each construct has an HTMT value of less than 0.85 so that it has met the criteria for discriminant validity. According to Henseler et al. (2015), a discriminant validity issue will arise when the HTMT value is higher than 0.90.

Measurement Model – Second Stage

After estimating a reflective measurement model of the lower-order construct (in the first stage of the disjoint two-stage approach), the latent variable scores (Final Results \rightarrow Latent Variable) will be obtained for each lower-order construct in the path model based on PLS-SEM algorithm calculations. Specifically for the latent variable scores from the lower-order constructs independent critical thinking and active engagement were used to model and measure the new latent variable as a followership style to be a higher-order construct. This is the final or second stage of the disjoint two-stage approach (Sarstedt et al., 2019). Then, the assessment process also begins by evaluating the reliability and validity of the higher-order construct followership style.

From Table 5, it shows that the composite reliability value of the followership style construct is 0.891 greater than 0.708, and the convergent validity value with the AVE metric is 0.804 greater than 0.50 (Hair et al., 2014, 2021), while in Table 6, the followership style construct also has HTMT_{.85} value less than 0.85 which indicates discriminant validity has been established. Hence, the reliability and validity criteria for the higher-order construct of followership style have been met, so that further estimation of the structural model can be used for testing the research hypothesis.

Structural Model – Hypothesis Testing

Before assessing the structural model relationships for hypothesis testing, the collinearity issue must be examined to make sure it does not bias the regression results. The variance inflation factor (VIF) is often used to evaluate the collinearity issue among the exogenous or predictor constructs and ideally the VIF values should be close to 3 and lower (Hair et al., 2019; 2021). Hence, as summarized in Table 7, it can be seen that all exogenous

constructs have a conservative VIF value of less than 3 which indicates there is no collinearity issue among exogenous constructs in the structural model. Since collinearity is not an issue, the next step is examining the coefficient of determination (R^2) of the endogenous constructs. The R^2 measures the variance, which is explained in each of the endogenous constructs, therefore, a measure of the model's explanatory power (Hair et al., 2019; 2021). As summarized in [Table 7](#), acceptable R^2 values are based on the context and disciplines of this research, i.e. social science, hence, R^2 values as moderate as 0.463 and low as 0.282 are considered satisfactory enough since R^2 values levels in this model predict employee attitudes (e.g., job satisfaction) and perceptions (e.g., perceived supervisor support, psychological well-being at work), which is inherently quite difficult to predict so this result of R^2 values may be plausible and likely indicate not an overfit (Hair et al., 2019; 2021). Another assessment for the structural path model relationship is a predictive accuracy by calculating the Stone-Geisser Q^2 values through the blindfolding procedure. As guideline, Q^2 values should be larger than zero for a specific endogenous construct to indicate predictive accuracy of the structural model for that construct (Hair et al., 2019; 2021). This research found that Q^2 values of job satisfaction is 0.218 and Q^2 values of psychological well-being at work is 0.118, thereby indicating a predictive accuracy of the model has been established.

Now, estimation of path coefficients significance was carried out to predict the effect of the relationship among each construct according to the hypothesis to be tested in the structural model by considering the significance level of the path coefficient should be less than 5% (p-values) and t-statistics is greater than 1.96 (Hair et al., 2014; 2021). [Table 8](#) summarized the results of path coefficients

significance through the bootstrapping procedure.

An advanced analysis was also conducted to test the moderating effect of perceived supervisor support in the relationship between followership style and job satisfaction. According to the guidelines given by Becker et al. (2018) and Hair et al. (2014; 2021), in the structural model, it is necessary to add a new path model that generates interaction terms which is the combined effect of the exogenous variable followership style "FS" and the moderator variable perceived supervisor support "PSS" is "FS*PSS" that leads to the endogenous variable job satisfaction (JS). In [Table 9](#), the results of the path coefficient significance of the interaction term construct FS*PSS toward the endogenous variable of job satisfaction in the structural model through the bootstrapping procedure show that there is no moderating effect. On the other hand, the analysis of testing the moderating effect has given a change in the values of R^2 of job satisfaction to 0.478, indicating that the addition interaction effect of the FS*PDS has affected the R^2 values of job satisfaction by about 1.5% (variance), which is small. However, it does not always indicate that the underlying moderator effect can be simply ignored because even a small interaction effect can be significant under certain extreme conditions (Ramayah et al., 2018).

Discussion

This research aimed to examine the relationships between job satisfaction, perceived supervisor support, followership styles and psychological well-being among employees in an aviation industry. Specifically, it attempted to examine whether perceived supervisor support moderate the relationship between followership style and job satisfaction.

Table 3. Reliability and Convergent Validity of Lower-Order Construct

Constructs	Items	Loadings	CR	AVE
Active Engagement (AE)	AE2	0.768	0.878	0.509
	AE3	0.633		
	AE4	0.653		
	AE5	0.785		
	AE7	0.724		
	AE8	0.656		
	AE9	0.759		
Independent Critical Thinking (ICT)	ICT2	0.796	0.864	0.616
	ICT3	0.835		
	ICT5	0.708		
	ICT6	0.793		
Job Satisfaction (JS)	JS2	0.587	0.880	0.517
	JS3	0.560		
	JS4	0.831		
	JS5	0.617		
	JS10	0.835		
	JS11	0.846		
	JS12	0.692		
Psychological Well-Being at Work (PWB)	PWB1	0.633	0.930	0.507
	PWB2	0.672		
	PWB3	0.797		
	PWB5	0.629		
	PWB6	0.784		
	PWB7	0.616		
	PWB8	0.665		
	PWB9	0.749		
	PWB10	0.688		
	PWB11	0.807		
	PWB12	0.756		
	PWB13	0.667		
	PWB14	0.752		
	Perceived Supervisor Support (PSS)	PSS1		
PSS2		0.828		
PSS3		0.758		
PSS4		0.784		
PSS5		0.816		
PSS6		0.883		
PSS7		0.740		
PSS8		0.866		

Table 4. Discriminant Validity (HTMT Criteria) of Lower-Order Construct

Constructs	HTMT _{.85}				
	AE	ICT	JS	PWB	PSS
Active Engagement (AE)					
Independent Critical Thinking (ICT)	0.800				
Job Satisfaction (JS)	0.346	0.287			
Psychological Well-Being at Work (PWB)	0.765	0.597	0.585		
Perceived Supervisor Support (PSS)	0.179	0.201	0.700	0.290	

Table 5. Reliability and Convergent Validity of Higher-Order Constructs

Constructs	Composite Reliability (CR)	AVE
Followership Style	0.891	0.804

Table 6. Discriminant Validity (HTMT Criteria) of Higher-Order Construct

Constructs	HTMT _{.85}			
	FS	JS	PWB	PSS
Followership Style (FS)				
Job Satisfaction (JS)	0.385			
Psychological Well-Being at Work (PWB)	0.781	0.585		
Perceived Supervisor Support (PSS)	0.215	0.700	0.290	

Table 7. VIF and R² Statistics

Constructs	VIF	R ²
FS → JS	1.031	
PSS → JS	1.031	0.463
JS → PWB	1.000	0.282

Table 8. Significance of Path Coefficient (Main Effect)

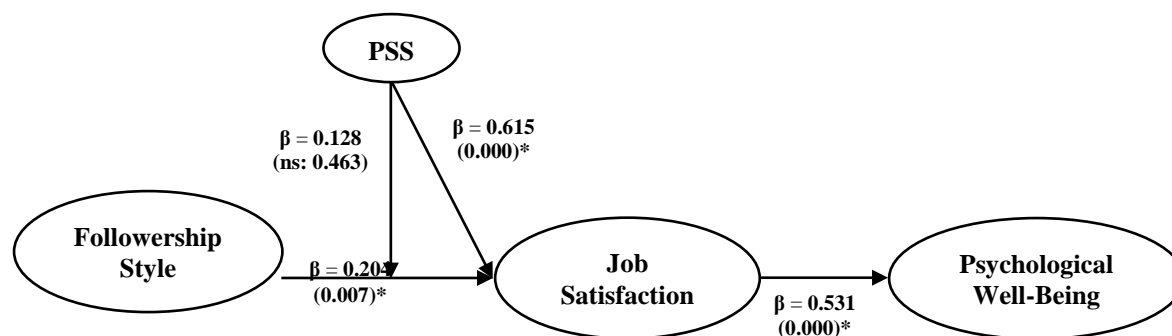
Hypothesis	Relationship	Std. Beta (β)	t-values	p-values	Result
H1	FS → JS	0.204	2.719	0.007*	Accepted
H2	PSS → JS	0.615	9.102	0.000*	Accepted
H4	JS → PWB	0.531	7.013	0.000*	Accepted

Note: *significance: p-values ≤ 0.05; t-values ≥ 1.96

Table 9. Advanced Analysis with Moderating Effect

Hypothesis	Relationship	Std. Beta (β)	t-values	p-values	Result
H3	FS*PSS → JS	0.128	0.734	0.463 (ns)	Not accepted

Note: ns: non-significance: p-values ≥ 0.05; t-values ≤ 1.96



*significance: p ≤ 0.05; ns: non-significance: p ≥ 0.05

Figure 2. Final Result of Research Path Model

Findings of the research showed that that followership style had a positive effect on job satisfaction. This finding is in accordance with the results of previous research conducted by Hinić et al. (2016), employees in organizations who enacted the role of an exemplary followership style have greater job satisfaction than those who characterized other followership styles (e.g., conformist, alienated, passive, or pragmatist). Thus for this reason, when employees enacted the role of an exemplary followership style, they will also be more satisfied with their job. This is consistent with the findings of descriptive analysis of this research that has found the majority of employees who participated in this research characterized an exemplary followership style (59,6%) and on average tended to be satisfied with their job in the organization.

Perceived supervisor support was also found to have a positive effect on job satisfaction. This finding is consistent with the results of previous research (Boyer & Edmondson, 2015; Gok et al., 2015; Nespoli, 2017; Qureshi & Abhamid, 2017). Support from the supervisors is known as an organizational resource factor that may affect employee evaluation of their job which can lead to satisfaction if employees perceived support from supervisors at work (Meier & Spector, 2015). Therefore, the findings of this research point out that when employees perceived supervisor support at work they will be more satisfied with their job in the organization.

However, in this research perceived supervisor support was not found to have moderating effect in the relationship between employees' followership style. This finding is different from the results of previous research conducted by Jin et al. (2016) that found employees who enacted active followership roles as similar to the exemplary followership style (Kelley, 1992) have greater job satisfaction when they perceived supervisor support at work. A possible explanation for this different

finding is the majority of the sampled respondents enacted exemplary followership style who are not reliant to their leaders. They need less support, supervision, and instruction from their supervisors at work, and often do not expect it all. However, it does not mean that supervisor support is unimportant. It is still instrumental in enhancing employee job satisfaction.

Finally, the results of this research found that job satisfaction significantly has a positive effect on psychological well-being at work. This finding is consistent with the results of several previous research (for example, Babalola & Odusanya, 2015; Krings, 2018). Psychological well-being is an employee's positive affective experiences at work while job satisfaction is a result of an employee's evaluation of his/her job that results in an assessment of the level of pleasure or positive affective state (Burt, 2015; Johnson et al., 2018), hence, by both positive affective of experiences and states has become a benchmark for the correlation between employee job satisfaction and his/her psychological well-being at work (Johnson et al., 2018). The more satisfied employees are with their job in the organization, they will also feel better psychologically. Consequently, it is really important for employees in the organizations of air transport operators to have job satisfaction at an optimum level because it has a significant positive effect on their psychological well-being at work. Employee job satisfaction will be optimum when employees enacted exemplary followership style roles in the organization and how the supervisors are willing to provide support for employees in the workplace.

CONCLUSION

To improve service quality of air transport operators in the Indonesian aviation industry ensuring and maintaining employee psychological well-being is foremost. This mental health has provided

many benefits, such as improvements in job performance and productivity, ability to solve problems, spirit and shows enthusiasm so that employees feel happier and will attempt to give their best efforts and contributions to their organization (der Kinderen & Khapova, 2020; Johnson et al., 2018; Pradhan & Hati, 2019)

As shown in this research employee psychological well-being can be promoted not only through good leadership but also via the creation of good followership. Of course good leaders are always important as they play a role in the provision of support which result in the job satisfaction of employees. Unlike the findings of some previous research, perceived supervisor support was not to have moderation effect in the relationship between followership style and job satisfaction. Perhaps, this is because the majority of respondents in this research are exemplary followers who need less support from their supervisor. These types of followers will be becomes ideal and effective partners for the leaders to achieve the goals of organizational success.

Managerial Implication

The nature of jobs in the aviation industry require employees to face very specific challenges that can cause the employees experience a possible harmful mental condition. It is therefore important for companies in the industry to ensure and maintain the psychological well-being of the employees. The preliminary step that the companies can do is conducting a job satisfaction survey to identify factors that lead to the employees feel dissatisfied and then take preventive actions to eliminate the issues. Considering an exemplary follower tend to have emotional attachment to the job and the organization which ultimately leads to commitment and job satisfaction, promoting this exemplary followership style will give benefits in terms of human capital and employee development in the organization (Carsten, 2017). Therefore, assessing the follower-

ship style during recruitment process might be beneficial in addition to providing leadership training regularly at work.

Lastly, HR management is also advised to ensure and encourage supervisors at work to always be willing to provide support for employees because it can serve as an antecedent employee job satisfaction even though this may not seem to have a significant effect on the exemplary followers (Meier & Spector, 2015). However, as parts of their jobs supervisors must provide support and there is always a situation when an exemplary follower, as a human being, need support.

Limitations and Suggestions

There are some limitations inherent in this research, including the use of self-reported online questionnaires. This technique could pose a risk of bias such as social desirability. Another limitation involves limited number of sampled institutions as well as respondents, thus, combined with the use of non-probability sampling, the findings of the research cannot be generalized to all employees in the Indonesian air transport operators

Future research needs to reach more organizations with adequate respondents as samples. This research found that perceived supervisor support was found to serve as a predictor of job satisfaction, not a moderator. It is necessary for future research to verify these findings. The characteristics of supervisors in different workplaces may influence the styles or characteristics of employees.

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