

## **The Relationship Between Perceived Supervisor Support and Job Flourishing Among Indonesian's Employees**

**Manah<sup>1</sup>, Dewi Soerna Anggraeni<sup>2</sup>**

<sup>1</sup>Faculty of Psychology, Universitas Mercu Buana Yogyakarta, Indonesia

<sup>1</sup>[220810030@student.mercubuana-yogya.ac.id](mailto:220810030@student.mercubuana-yogya.ac.id), <sup>2</sup>[dewisoerna@mercubuana-yogya.ac.id](mailto:dewisoerna@mercubuana-yogya.ac.id)

---

### **ABSTRACT**

Job flourishing refers to a condition in which employees experience a sense of meaning, positive functioning, and psychological energy in their work. Although employee well-being has received considerable attention, studies that specifically examine job flourishing, particularly in non-Western settings such as Indonesia, are still limited. Moreover, the role of perceived supervisor support in shaping job flourishing has not been widely explored. This study aims to investigate the relationship between perceived supervisor support and job flourishing among Indonesian employees. A quantitative design was applied, involving 260 employees from various organizational backgrounds. Participants were selected using purposive sampling, and data were collected through an online questionnaire. The instruments used were the Flourishing at Work Scale-Short Form (FWS-SF) and the Supervisor Support Scale. Data analysis was conducted using descriptive statistics, assumption tests, Pearson correlation, and linear regression. The findings indicate a significant positive relationship between perceived supervisor support and job flourishing ( $r = 0.479$ ,  $p < 0.05$ ). Supervisor support accounts for 22.9% of the variance in job flourishing, suggesting that employees who perceive greater support from their supervisors tend to experience higher levels of well-being at work. These results provide additional evidence on the importance of supportive leadership in enhancing employee well-being, particularly within the Indonesian work context.

**Keywords:** Employee, Job Flourishing, Perceived Supervisor Support

---

### **Introduction**

Job flourishing reflects a condition in which individuals experience optimal functioning at work, characterized by a sense of meaning, positive energy, and fulfilling social relationships (Rothmann, 2013). This concept encompasses multiple dimensions of well-being, including emotional, psychological, and social aspects, making it a more comprehensive indicator compared to constructs such as job satisfaction or work engagement alone (Diener et al., 2010). As modern workplaces become increasingly complex and demanding, organizations are placing greater emphasis on employee well-being as a key factor for sustainable performance.

One important factor that may contribute to job flourishing is supervisor support. Supervisor support refers to employees' perceptions of the extent to which their supervisors provide guidance, attention, and assistance, both in task-related and emotional aspects (Yoon & Thye, 2000). Previous studies have shown that supportive supervisory behavior is

associated with various positive outcomes, such as increased motivation, well-being, and work engagement (Porath et al., 2012). However, despite these findings, research that specifically examines supervisor support as a predictor of job flourishing remains relatively limited.

Most prior studies tend to focus on general well-being, organizational commitment, or work engagement, rather than explicitly addressing the multidimensional construct of job flourishing (Butler & Kern, 2016; Diener et al., 2010). As a result, there is still a lack of empirical evidence explaining how relational factors, particularly supervisor support, contribute to employees' flourishing at work. This indicates a conceptual gap in the literature that warrants further investigation.

In addition, the majority of research on flourishing has been conducted in Western contexts, where workplace relationships are generally more egalitarian. In contrast, the Indonesian work environment is often characterized by higher power distance, collectivist values, and paternalistic leadership styles (Farh & Cheng, 2000; Hofstede Insights, 2020). These cultural characteristics may influence how employees perceive and respond to supervisor support. In such contexts, supervisor support may not only be viewed as task-related assistance but also as a form of interpersonal care and social recognition.

Despite the relevance of these cultural dynamics, empirical research examining job flourishing in Indonesia remains limited. Furthermore, studies that position supervisor support as a key predictor of flourishing within this context are still scarce. Therefore, this study seeks to address this gap by examining the relationship between perceived supervisor support and job flourishing among Indonesian employees.

Based on this rationale, the objective of this study is to determine whether supervisor support significantly predicts job flourishing in the Indonesian workplace context.

## **Methods**

### **Research Design**

This study applied a quantitative approach with a cross-sectional design to examine the relationship between perceived supervisor support and job flourishing among Indonesian employees.

### **Population and Sample**

The population in this study consisted of employees working in Indonesia across various organizational sectors. Participants were selected using purposive sampling, which allows researchers to determine samples based on criteria relevant to the research objectives (Sugiyono, 2017). A total of 260 employees participated in this study. The inclusion criteria included individuals who were currently employed, had a direct supervisor, and were willing to take part in the research voluntarily. The sample reflects diverse backgrounds in terms of gender, age, educational level, job position, and work arrangements.

## **Instrumentation**

Two measurement instruments were used in this study: (1) Flourishing at Work Scale-Short Form (FWS-SF) adapted by A'yuninnisa, Carminati, and Wilderom (2024), which measures emotional, psychological, and social well-being at work. The reliability of the scale in this study showed a Cronbach's Alpha coefficient of  $\alpha = 0.934$ , indicating excellent internal consistency (Nunnally & Bernstein, 1994). (2) Supervisor Support Scale developed by Yoon and Thye (2000), which assesses perceived supervisor support in terms of reliability, communication openness, and concern for employee well-being. The reliability coefficient obtained in this study was  $\alpha = 0.677$ , which is considered acceptable for exploratory research (Nunnally & Bernstein, 1994). All items were measured using a Likert-type scale, where higher scores indicate higher levels of the measured constructs.

## **Data Collection Procedure**

Data were collected through an online questionnaire distributed between October 22 and December 2, 2025. The survey was shared through social and professional networks to reach participants from different regions in Indonesia. Before responding to the questionnaire, participants were informed about the purpose of the study and were asked to provide their consent. Participation was voluntary, and the confidentiality of the responses was maintained throughout the research process.

## **Data Analysis**

Data analysis was carried out using statistical software. Descriptive statistics were used to describe participant characteristics, followed by assumption testing, including normality and linearity tests. To test the research hypothesis, Pearson's Product-Moment correlation was used to examine the relationship between perceived supervisor support and job flourishing.

## **Results**

### **Respondent Demographic**

Table 1. Gender of Respondent

<b>Gender</b>	<b>Frequency</b>	<b>Percentages</b>
Male	113	43.5
Female	147	56.5

The gender composition of the sample leans slightly toward females (56.5%), although the overall distribution remains fairly balanced.

Table 2. Education Background

Education Level	Frequency	Percentages
Senior High School	62	23.8
Diploma (D3)	28	10.8
Bachelor's Degree (S1)	132	50.8
Master's Degree (S2)	38	14.6

Half of the respondents reported holding a Bachelor's degree, suggesting that the sample largely represents individuals with higher educational attainment.

Table 3. Gender of Respondent

Organization Type	Frequency	Percentages
Private	177	68.1
State-Owned Enterprise (BUMN)	82	31.5
Multinational	1	0.4

Most participants were employed in private-sector companies, while roughly one-third worked in state-owned enterprises, indicating that the sample is primarily drawn from non-government organizations.

Table 4. Work Arrangement

Work Type	Frequency	Percentages
Work From Home (WFH)	122	46.9
Work From Office (WFO)	93	35.8
Hybrid (WFH & WFO)	44	16.9
General Contractor	1	0.4

Remote work was the most common arrangement among respondents, followed by traditional office-based work and hybrid schedules, reflecting a variety of work setups across the sample.

Table 5. Job Position

Position	Frequency	Percentages
Staff	132	50.8
Operator	69	26.5
Manager	34	13.1
Director	25	9.6

More than half of the respondents held staff positions, showing that many participants were situated in operational or entry-level roles.

Table 6. Geographic Distribution (Region-Based)

Region	Frequency	Percentages
Java	161	61.9
Sumatra	31	11.9
Kalimantan	14	5.4
Sulawesi	11	4.2
Bali-NTB-NTT	7	2.7
Maluku & Nort Maluku	5	1.9
Papua Region	6	2.3

**Note:** Java = DKI Jakarta, DI Yogyakarta, West Java, Central Java, East Java, Banten.  
 Sumatra = Aceh, North Sumatra, West Sumatra, Riau, Riau Islands, Jambi, Bengkulu, Lampung, South Sumatra, Bangka Belitung.  
 Other regions follow standard national classifications.

A large proportion of respondents lived in the Java region, with the remainder distributed across other major Indonesian islands, mirroring national patterns of population concentration.

Table 7. Age Group

Age Group	Birth-Year Range	Frequency	Percentages
18-25 years	1999-2007	137	52.7
26-33 years	1991-1998	83	31.9
34-42 years	1983-1990	34	13.1
≥ 42 years	≤ 1982	6	2.3

**Note:** Age group were computed based on respondents' year of birth.

Most individuals in the sample fell within the youngest age bracket (18–25 years), with fewer respondents in older age categories, indicating a predominantly early-adulthood demographic.

Table 8. Length of Employment

Gender	Frequency	Percentages
< 1 year	23	8.8
1-3 years	99	38.1
4-7 years	82	31.5
8-12 years	43	16.5
> 12 years	13	5.0

**Note:** Tenure categories were derived from detailed month-year data in the original SPSS output.

Work experience among respondents tended to be relatively brief, with the largest share reporting one to three years of tenure, consistent with the age profile of the sample.

## Descriptive Statistics

Table 9. Descriptive Statistics

Variabel	N	Minimum	Maximum	Mean	Std. Deviation
Job Flourishing	260	25	102	72.51	13.156
Supervisor Support	260	3	15	12.88	2.011

Participants demonstrated moderate to high levels of job satisfaction, consistently accompanied by a strong perception of support from their supervisors.

## Assumption Test

Table 10. Assumption Test Result

Test Type	Statistic	df	Sig.	Interpretation
Normality (JF)	.240	260	.000	Not normal
Normality (SS)	.226	260	.000	Not normal
Linearity ANOVA (JF-SS) F = 16.659			.000	Slight non-linearity

Although the dataset does not fully meet the assumption of normality, the large sample size minimizes this problem, because the Central Limit Theorem allows parametric tests to remain stable under these conditions (Field, 2013; Lumley et al., 2002). Furthermore, normality tests tend to be overly sensitive when sample sizes are large (Ghasemi & Zahediasl, 2012). Even with slight deviations from linearity, Pearson's correlation is considered robust enough to be used with large samples (Gravetter & Wallnau, 2017).

## Correlation Analysis

Table 11. Pearson Correlation Matrix

		Job Flourishing	Supervisor Support
Job Flourishing	Pearson Correlation	1	0.479**
	Sig. (1-tailed)		0.000
	N	260	260
Supervisor Support	Pearson Correlation	0.479**	1
	Sig. (1-tailed)	0.000	
	N	260	260

\*\*Correlation is significant at the 0.01 level (1-tailed).

Based on the results of the Pearson Product Moment correlation test (one-tailed), a correlation coefficient ( $r$ ) value of 0.479 was obtained with a significance value of  $p = 0.000$  ( $p < 0.05$ ), so it can be concluded that the hypothesis is accepted.

These results indicate that there is a significant positive relationship between supervisor support and job flourishing among Indonesian employees. This means that the higher the level of supervisor support received by employees, the higher the level of flourishing they

experience in the workplace. Conversely, the lower the level of supervisor support they receive, the lower the level of flourishing they experience in the workplace.

From the above results, it is stated that supervisor support contributes 22.9% to increasing job flourishing among employees. Thus, supervisor support can be said to have an effect on job flourishing, even though most (77.1%) of the variation in job flourishing is still influenced by factors outside the scope of this study.

## **Discussions**

The findings of this study indicate that perceived supervisor support is positively associated with job flourishing among Indonesian employees. Employees who perceive higher levels of support from their supervisors tend to experience greater well-being, reflected in higher levels of energy, meaning, and positive functioning at work. This result is consistent with previous research highlighting the importance of supportive interpersonal relationships in fostering employee well-being (Diener et al., 2010; Porath et al., 2012; Montano et al., 2017).

Beyond confirming prior findings, this study provides additional insight into how supervisor support operates within the Indonesian work context. The significant contribution of supervisor support (22.9%) suggests that, although it is an important predictor, job flourishing is also influenced by other factors not examined in this study. This indicates that employee well-being is multidimensional and cannot be fully explained by a single relational variable.

One possible explanation for the observed relationship lies in the nature of workplace culture in Indonesia. In organizational settings characterized by relatively high power distance and collectivist values, relationships between supervisors and subordinates often carry interpersonal and social meaning beyond formal job roles (Farh & Cheng, 2000; Hofstede Insights, 2020). As a result, supervisor support may be interpreted not only as task-related assistance but also as a form of personal attention and recognition. This may strengthen its impact on employees' psychological well-being and contribute to higher levels of job flourishing.

However, the strength of the correlation ( $r = 0.479$ ) can be considered moderate, suggesting that supervisor support is not the sole determinant of job flourishing. Compared to some previous studies that reported stronger associations between leadership and well-being outcomes (Harms et al., 2016; Kaluza et al., 2019), the findings of this study indicate that other variables may play a substantial role. Factors such as autonomy, organizational culture, and individual psychological resources may also contribute to employees' ability to flourish at work.

In addition, the use of a cross-sectional design limits the ability to draw causal conclusions. While the results show a significant relationship, it cannot be concluded that supervisor support directly causes job flourishing. It is also possible that employees who experience higher levels of well-being perceive their supervisors more positively.

Furthermore, the reliance on self-report data may introduce common method bias, which should be considered when interpreting the findings.

Despite these limitations, this study contributes to the existing literature by providing empirical evidence from a non-Western context, particularly Indonesia, where research on job flourishing remains limited. By positioning supervisor support as a predictor of job flourishing, this study extends previous research that has primarily focused on general well-being or work engagement. The findings highlight the importance of supportive leadership practices in promoting employee well-being, especially in cultural contexts where hierarchical relationships play a significant role in shaping workplace experiences.

### **Conclusion**

This study concludes that supervisor support is a significant predictor of job flourishing among Indonesian employees. Supportive supervisory behaviors contribute to employees' positive psychological functioning by enhancing their sense of vitality, purpose, and overall well-being at work. These findings underscore the importance of fostering supportive leadership practices as part of organizational well-being initiatives, particularly within cultural contexts where hierarchical relationships shape daily work experiences. By highlighting the role of supervisor support in promoting job flourishing, this study contributes context-specific evidence to the growing literature on workplace well-being.

### **Acknowledgement**

I extend my sincere appreciation to all individuals and institutions that contributed to the completion of this research. Deep gratitude is offered to Allah SWT for the strength and guidance provided throughout the process.

I also wish to acknowledge Mercu Buana University Yogyakarta and the Faculty of Psychology for their support and the academic environment that enabled this study to take place.

Special thanks are directed to Mrs. Dewi Soerna Anggraeni, M.Psi., Psikolog, for her guidance, insightful feedback, and continuous assistance during the development of this work.

My heartfelt appreciation goes to my family, whose encouragement, patience, and prayers have been invaluable throughout this journey. I am also grateful to every respondent who took the time to participate in this research, as their contributions were essential to achieving the objectives of this study.

## References

- A'yuninnisa, R. N., Carminati, L., & Wilderom, C. P. M. (2024). Job flourishing research: A systematic literature review. *Current Psychology*, *43*(5), 4482–4504.
- Butler, J., & Kern, M. L. (2016). The PERMA-profiler: A brief multidimensional measure of flourishing. *International Journal of Wellbeing*, *6*(3), 1–48.  
<https://doi.org/10.5502/ijw.v6i3.526>
- Diener, E., Wirtz, D., Tov, W., Kim-Prieto, C., Choi, D., Oishi, S., & Biswas-Diener, R. (2010). New well-being measures: Short scales to assess flourishing and positive and negative feelings. *Social Indicators Research*, *97*, 143–156.
- Erdogan, B., Bauer, T. N., Truxillo, D. M., & Mansfield, L. R. (2012). Leader–member exchange and justice perceptions: A meta-analysis. *Journal of Management*, *38*, 1038–1083.  
<https://doi.org/10.1177/0149206311429379>
- Farh, J. L., & Cheng, B. S. (2000). A cultural analysis of paternalistic leadership in Chinese organizations. In J. T. Li, A. S. Tsui, & E. Weldon (Eds.), *Management and organization in the Chinese context* (pp. 84–127). London: Macmillan.
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics* (4th ed.). London: Sage.
- Ghasemi, A., & Zahediasl, S. (2012). Normality tests for statistical analysis: A guide for non-statisticians. *International Journal of Endocrinology and Metabolism*, *10*(2), 486–489.  
<https://doi.org/10.5812/ijem.3505>
- Gravetter, F. J., & Wallnau, L. B. (2017). *Statistics for the behavioral sciences* (10th ed.). Boston, MA: Cengage Learning.
- Harms, P. D., Credé, M., Tynan, M., Leon, M., & Jeung, W. (2016). Leadership and stress: A meta-analytic review. *The Leadership Quarterly*, *28*, 178–194.  
<https://doi.org/10.1016/j.leaqua.2016.10.006>
- Hofstede Insights. (2020). Country comparison: Indonesia. Retrieved from <https://www.hofstede-insights.com>
- Kaluza, A. J., Boer, D., Buengeler, C., & Van Dick, R. (2019). Leadership behaviour and leader self-reported well-being: A review, integration and meta-analytic examination. *Work & Stress*, *34*, 34–56. <https://doi.org/10.1080/02678373.2019.1617369>

- Lumley, T., Diehr, P., Emerson, S., & Chen, L. (2002). The importance of the normality assumption in large public health data sets. *Annual Review of Public Health, 23*, 151–169. <https://doi.org/10.1146/annurev.publhealth.23.100901.140546>
- Montano, D., Reeske, A., Franke, F., & Hüffmeier, J. (2017). Leadership, followers' mental health and job performance in organizations: A comprehensive meta-analysis. *Journal of Occupational Health Psychology, 22*, 327–350. <https://doi.org/10.1002/job.2124>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York, NY: McGraw-Hill.
- Porath, C., Spreitzer, G., Gibson, C., & Garnett, F. G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of Organizational Behavior, 33*, 250–275.
- Rothmann, S. (2013). From happiness to flourishing at work: A Southern African perspective. In M. P. Wissing (Ed.), *Well-being research in South Africa* (pp. 123–151). Dordrecht, Netherlands: Springer.
- Sugiyono. (2017). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta.
- Yoon, J., & Thye, S. (2000). Supervisor support in the workplace: Legitimacy and positive affectivity. *Journal of Social Psychology, 140*(3), 295–316.