

# The Impact of Supervisor Support and Work Environment on Job Satisfaction among Bank Employees in Cyberjaya

Kaaminiy Sidharthan, Novia Zahrah

Faculty of Business and Management, City University Malaysia Menara City U, No. 8, Jalan 51A/223, 46100 Petaling Jaya, Selangor Darul Ehsan, Malaysia  
Email: kaaminiy@city.edu.my, novia.zahrah@city.edu.my

To Link this Article: <http://dx.doi.org/10.6007/IJARBS/v14-i10/23032> DOI:10.6007/IJARBS/v14-i10/23032

**Published Date:** 15 October 2024

## Abstract

The banking industry plays an important role in maintaining financial stability and stimulating economic progress, attention must be paid to the wellbeing and satisfaction of bank workers. Providing a supportive work environment is essential for improving employee happiness and performance, especially via efficient supervisor support. This study looks into how the work environment and supervisor support affect job satisfaction among bank workers in Cyberjaya. Given how highly competitive the banking sector is, keeping qualified workers and enhancing organizational performance depend on an understanding of the elements that affect job satisfaction. A quantitative approach using purposive sampling was employed to survey employees on their perceptions of the work environment and supervisor support. The findings reveal a strong connection between a positive work environment and high job satisfaction, with supervisor support significantly influencing employee well-being. The study highlights the importance of Human Resource Management (HRM) policies that prioritize creating a supportive workplace to enhance job satisfaction. Future research could investigate additional factors, such as organizational culture and leadership styles, and conduct comparisons across various industries to gain a deeper understanding of the key influences on job satisfaction.

**Keywords:** Supervisor Support, Work Environment, Job Satisfaction.

## Introduction

In recent years, the Malaysian banking sector has undergone significant transformation, driven by rapid technological advancements, regulatory changes, and the demands of an increasingly competitive global environment (Harkati, Alhabshi, & Kassim, 2020). Since the 1997/98 Asian financial crisis, the banking industry in Malaysia has faced continuous pressure to adapt, with restructuring and consolidation becoming key strategies to enhance efficiency and ensure long-term survival (Mansor, Noor, & Hassan, 2012). As global competition

intensified, Malaysian banks have been compelled to innovate and restructure to stay competitive in a rapidly evolving market (Yin, 2021).

However, these changes have introduced new challenges. The pressure for greater efficiency and cost reduction, along with the ongoing digital transformation, has significantly impacted the work environment in banks (Jameaba, 2024). Employees often face increased workloads, tighter deadlines, and higher expectations (Gabon, 2024), all of which contribute to can lead to increased job stress and dissatisfaction. The introduction of new technologies and the shift towards digital banking have also created a more demanding and fast-paced work environment, further impacting employee well-being.

Research shows that the supervisor support and employees, as well as the overall work environment, play crucial roles in shaping job satisfaction (Bulińska-Stangrecka & Bagieńska, 2021). A supportive supervisor can make a significant difference in an employee's experience, providing guidance, recognition, and a sense of security in an otherwise challenging work setting. Similarly, a positive work environment—characterized by physical comfort, a healthy organizational culture, and a balance between work and personal life—has been shown to significantly enhance job satisfaction (Saxena, 2024).

Despite the extensive research on these factors, there remains a gap in understanding their specific impact on bank employees in Malaysia, particularly in rapidly developing areas such as Cyberjaya. Therefore, this study aims (1) to examine the impact of work environment on job satisfaction and (2) to examine the impact of supervisor support on job satisfaction. This study will contribute to the existing literature by providing a deeper understanding of the factors influencing job satisfaction among bank employees in Cyberjaya. The findings can help banks develop more effective strategies to improve employee satisfaction.

## **Literature Review And Hypothesis Development**

### *Job Satisfaction*

Job satisfaction is defined as an employee's emotional state to their work, often influenced by various workplace factors. Research has highlighted a connection between job satisfaction and job burnout, suggesting that the emotional state of employees can significantly impact their overall job satisfaction (Friganović et al., 2019; Demir, 2018; Pecino et al., 2019). Core self-evaluation and Herzberg and Mausner's Motivation-Hygiene theory play pivotal roles in understanding job satisfaction. These theories focus on the importance of intrinsic factors such as inner contentment and achievements, as well as the presence of motivators and hygiene factors in the workplace, which can vary in their influence on job satisfaction depending on managerial supervision styles.

Studies have explored various aspects of job satisfaction, identifying key contributors like recognition, communication, peer supports, benefits, the nature of the work, and opportunities for career advancement (Raziq & Maulabakhsh, 2015). Theories across the field suggest that job satisfaction is shaped by a combination of the social environment, self-fulfillment, appreciation, job nature, compensation, career progression, and interactions with colleagues. Attitudinal approaches have gained prominence in understanding job satisfaction, particularly in sectors such as nursing, education, healthcare, and banking, where employee satisfaction directly affects well-being and performance.

Building on this foundation, this research paper will examine the impact of supervisor support and work environment on job satisfaction among bank employees. The study aims to provide insights into how these factors contribute to the overall job satisfaction of employees in the banking sector.

Supervisor support play a crucial role in enhancing job satisfaction among bank employees. Pavlović et al (2021), found that the perceived supervisor support significantly contributes to the job satisfaction of employees by providing the necessary guidance and encouragement. In the banking environment, where the demands are high, employees who feel supported by their supervisors are more likely to experience job satisfaction, leading to better performance and lower turnover rates (Sija, 2021).

Bhardwaj et al (2021), highlighted that in high-pressure sectors like banking, the support from supervisors helps employees manage stress and maintain a positive attitude toward their job. Similarly, Bella (2023) and García-Cabrera et al (2023), found that supportive supervisors positively impact employees' overall job satisfaction by fostering a sense of appreciation, respect, and belonging. Htike (2023), stated that employees in banks often face challenging situations, such as managing customer complaints and meeting stringent regulatory requirements. The support they receive from their supervisors can greatly influence their job satisfaction, making them feel valued and understood (Quresshi et al. 2018). Based on the discussion above, this study hypothesizes that:

**H1:** There is a positive relationship between supervisor support and job satisfaction.

#### *Relationship between work environment and job satisfaction*

Numerous studies highlight how a conducive work environment significantly enhances job satisfaction (Prayudi & Komariyah, 2023; Akinwale & George, 2020). Research by Taheri, Miah, and Kamaruzzaman (2020), underscores the necessity for management to prioritize improving working conditions to ensure staff satisfaction and productivity, even in challenging circumstances. Similarly, Badrianto and Ekhsan (2020), stress the importance of fostering positive workplace relationships and providing support beyond monetary incentives to boost overall organizational performance.

Basalamah (2021), argues that for a company to be profitable, management must focus on creating a workplace that enhances employee morale and efficiency. This research highlights that the relationship between the work environment and job satisfaction is often more significant than the impact of monetary incentives. Ramli (2019) also stated that the emotional state induced by the work environment strongly influences both staff efficiency and satisfaction. Kurniawaty et al. (2019) highlight the direct correlation between a desirable work environment and increased job satisfaction and productivity.

Overall, creating a conducive and supportive work environment emerges as a crucial strategy for optimizing employee performance and achieving organizational success. Thus, based on the discussion above, this study hypothesizes that:

**H2:** There is a positive relationship between work environment and job satisfaction.

## Methodology

### *Sampling Design and Data Collection*

This study utilized a quantitative approach, employing a purposive sampling technique to select respondents. A questionnaire, adopted from a previous study, was utilized in this study to test the theoretical framework and hypotheses. The research focused on job satisfaction among bank employees in Cyberjaya, with questionnaires distributed to employees across various banks to ensure a representative sample. Mohajan supports this methodology, emphasizing that survey research, when combined with scientific sampling and statistical methods, provides reliable estimations for the broader population.

For aforementioned reasons, with a total of 25 items tested in this study, a total of 200 respondents were purposely selected. All the collected data were analysed using SPSS 18.0.

## Findings

### *Descriptive Analysis*

Out of 200 questionnaires distributed, this study found that the majority of the respondents were female (63.9%). As shown in Table 1, the largest segment of employees was between 21 and 30 years old (42%), reflecting a younger workforce. Most respondents were married (55.1%), which may influence work-life balance considerations.

In terms of educational qualifications, the highest percentage of respondents hold a Diploma (37.6%), followed by those with Bachelor's Degrees (25.2%), indicating a relatively well-educated workforce. Among these, 41.6% reported a personal income of between RM2500 and RM3000 per month. The findings also highlight that work experience is fairly distributed: 35.4% have 1-3 years of experience, 32.1% have more than 3 years, and only a small fraction (11.7%) have less than a year of experience.

Table 1

*Demographic Profile of Respondents*

Demographic Variable	Frequency	Percentage (%)
Gender		
• Male	97	48.5
• Female	103	51.5
Age		
• More than 24 less than 34	36	18.0
• Between 35-45	92	46.0
• Between 45-56	62	31.0
• More than 56	20	5.0
Current Position		
• Vice President	1	0.5
• Assistant VP	1	0.5
• Manager	10	5.0
• Assistant Manager	81	40.5
• Executive	107	53.5

Tenure		
• Below 2 years	55	27.5
• 2 years – 5 years	96	48.0
• 5 years – 10 years	43	21.5
• More then 5 years	6	3.0
Employment Type		
• Permanent	176	88.0
• Contract	24	12.0
Income		
• Less 3000	42	21.0
• 3001- 4000	83	41.5
• 4001 - 5000	58	29.0
• 5001 – 6000	15	7.5
• More than 6001	2	1.0

**Correlation Analysis**

Table 2

*Correlation between Variables*

		JS	SS	WE
JS	Pearson Correlation	1	.588**	.491**
	Sig. (2-tailed)		.000	.000
	N	200	200	200
SS	Pearson Correlation	.588**	1	.451**
	Sig. (2-tailed)	.000		.000
	N	200	200	200
WE	Pearson Correlation	.491**	.451**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The table presents the Pearson correlation coefficients between Job Satisfaction (JS), Supervisor Support (SS), and Work Environment (WE). The results indicate significant positive correlations at the 0.01 level (2-tailed) between all variables. Specifically, SS has a strong positive correlation with JS ( $r = .588, p < .01$ ), suggesting that higher supervisor support is associated with higher job satisfaction. Similarly, WE also shows a positive correlation with JS ( $r = .491, p < .01$ ), indicating that a better work environment is linked to greater job satisfaction. Additionally, SS and WE are moderately correlated with each other ( $r = .451, p < .01$ ). Overall, the findings suggest that both supervisor support and work environment significantly contribute to job satisfaction.

## Regression Analysis

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.846 <sup>a</sup>	.716	.709	3.37949	.716	97.816	5	194	.000

Table 3

### *Summary of Regression Analysis*

The regression analysis indicates that approximately 71.6% of the variation in job satisfaction is explained by the combined effects of supervisor support and work environment, as reflected by an R Square of 0.716 and an Adjusted R Square of 0.709, suggesting a strong model fit. The p-value of 0.000 confirms the model's statistical significance, highlighting that both supervisor support and work environment are significant predictors of job satisfaction. This finding underscores the importance for organizations to focus on these factors to enhance employee morale and retention.

## Discussion and Implications

### *Discussion*

This study shows that supervisor support and the work environment have a big impact on how happy bank employees in Cyberjaya are with their jobs. The findings agree with earlier studies, confirming that when supervisors provide guidance, encouragement, and emotional support, employees feel more satisfied, especially in a stressful banking job. In this study, there was a strong link between supervisor support and job satisfaction, meaning employees who feel supported tend to be happier with their jobs. Also, a good work environment, like having comfortable spaces and positive relationships at work, greatly improved job satisfaction. This shows that non-monetary factors like support and a good atmosphere are important for keeping employees satisfied.

Employees are more likely to be satisfied with their jobs when their superiors offer direction, assistance, and emotional support. In a challenging field where stress levels might be high, like banking, this association is especially significant. Support from supervisors lowers stress, fosters security, and makes workers feel important. In the end, this results in improved performance and greater job satisfaction as motivated and engaged workers are more likely to feel supported.

The study also shows that the work environment plays an important role in job satisfaction. A positive work environment includes comfortable physical spaces, a healthy organizational culture, and good relationships between colleagues. These factors are crucial in making employees feel appreciated and connected to their workplace. The findings suggest that it's not just monetary rewards that keep employees satisfied, but also emotional support, a sense of belonging, and a comfortable, respectful work environment.

Enhancing the work environment and supervisor assistance are critical for raising employee satisfaction, and banks may lower staff turnover, raise morale, and enhance overall

performance by concentrating on these areas. Banks can guarantee that their staff members are happier and more dedicated to their work by offering good supervisory support and cultivating a healthy work environment.

### *Implications*

The findings of this study have practical benefits for banks in Malaysia, especially in rapidly growing areas like Cyberjaya. Banks should focus on strengthening supervisor support by training supervisors to provide helpful guidance and recognition to employees. Additionally, improving the work environment by promoting a healthy organizational culture and ensuring work-life balance is crucial for increasing employee satisfaction. These efforts will not only help banks retain employees but also enhance overall performance and lower turnover rates. By prioritizing these areas, banks can gain a competitive advantage by keeping their workforce satisfied and motivated.

### **Conclusion and Recommendation**

This research has highlighted several areas for future studies. Specifically, future research should replicate this study in other settings, such as manufacturing, telecommunications, customer care, education, and other sectors. Doing so could provide different insights into the factors that affect job satisfaction among workers. The various phenomena in the service sector, for instance, might yield diverse outcomes. A comparative study between manufacturing, educational institutions, and service sectors could profoundly enhance our understanding of the elements related to job satisfaction in different work environments. Expanding research into these other areas could also provide a broader perspective on the impact of job satisfaction. However, it is important to note that in this study, only 71.6% of job dissatisfaction variables were identified through independent variables such as supervisor support and work environment among employees in the banking industry.

This means that the remaining 28.4% of other relevant elements need to be identified by future researchers. The primary reason is that job satisfaction is influenced by many aspects and is not limited to just a few variables. Moreover, future researchers should expand the current study's single-mode design into a mixed-mode structure, incorporating additional data collection methods such as conducting interviews to examine the issues more thoroughly. Achieving this requires gathering more precise and detailed statistics from the target respondents. By combining qualitative and quantitative data collection methods, researchers can enhance the understanding of factors that influence job satisfaction among employees in an organization.

This study shows that supervisor support and the work environment play a crucial role in job satisfaction among bank employees in Cyberjaya. Employees who receive guidance, recognition, and emotional support from supervisors tend to be more satisfied, particularly in high-pressure sectors like banking. A positive work environment, with comfortable spaces, a healthy organizational culture, and strong relationships among colleagues, further boosts job satisfaction. These non-monetary factors are key to maintaining a satisfied and engaged workforce.

It is imperative for the Human Resource Management to boost high job satisfaction among staff in the banking industry. The research indicates that the Human Resource Management

policies has a powerful effect on the banking quality, as most of our studies have shown how crucial these policies of the Human Resource Management are to enable attain the goals of the banks. It is also important to stress that good remuneration and scheduled trainings escalate staff performances and in turn improve the quality of the banking industry. The top management should have a distinct and strategic formulation to guide them coupled with comprehensible objectives to upgrade both the management and employees of the banking industry.

Banks should prioritize training supervisors in effective communication, emotional support, and recognizing employee contributions. Furthermore, enhancing the work environment by cultivating a supportive culture and encouraging work-life balance will lead to higher job satisfaction. These steps can help lower turnover, boost morale, and improve overall performance, positioning banks for sustained success.

## References

- Akinwale, O. E., & George, O. J. (2020). Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria.
- Ashraf, M. A. (2019). The mediating role of work atmosphere in the relationship between supervisor cooperation, career growth and job satisfaction. *Journal of Workplace Learning, 31*(2), 78-94.
- Badrianto, Y., & Ekhsan, M. (2020). Effect of work environment and job satisfaction on employee performance in pt. Nesinak industries. *Journal of Business, Management, & Accounting, 2*(1).
- Baqir, M., Hussain, S., Waseem, R., & Islam, K. A. (2020). Impact of reward and recognition, supervisor support on employee engagement. *American International Journal of Business and Management Studies, 2*(3), 8-21.
- Basalamah, S. A. (2021). The role of work motivation and work environment in improving job satisfaction. *Golden Ratio of Human Resource Management, 1*(2), 94-103.
- Bella, K. M. J. (2023). Exploring the impact of workplace relationships and employee job satisfaction. *International Journal of Scientific Research in Modern Science and Technology, 2*(8), 55-62.
- Belias, D., & Koustelios, A. (2014). Organizational culture and job satisfaction: A review. *International Review of Management and Marketing, 4*(2), 132-149.
- Bhardwaj, A., Mishra, S., & Jain, T. K. (2021). An analysis to understanding the job satisfaction of employees in banking industry. *Materials Today: Proceedings, 37*, 170-174.
- Bulińska-Stangrecka, H., & Bagieńska, A. (2021). The role of employee relations in shaping job satisfaction as an element promoting positive mental health at work in the era of COVID-19. *International Journal of Environmental Research and Public Health, 18*(4), 1903.
- Demir, S. (2018). The relationship between psychological capital and stress, anxiety, burnout, job satisfaction, and job involvement. *Eurasian Journal of Educational Research, 75*, 137-153.
- Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior, 7*(1), 101-124.
- Friganović, A., Selič, P., & Ilić, B. (2019). Stress and burnout syndrome and their associations with coping and job satisfaction in critical care nurses: A literature review. *Psychiatria Danubina, 31*(suppl. 1), 21-31.



- Gabon, S. R. A. (2024). Sun and Moon: A phenomenological study on work-life balance of bank employees. *Educational Research (IJM CER)*, 6(3), 257-296.
- García-Cabrera, A. M., Suárez-Ortega, S. M., Gutiérrez-Pérez, F. J., & Miranda-Martel, M. J. (2023). The influence of supervisor supportive behaviors on subordinate job satisfaction: The moderating effect of gender similarity. *Frontiers in Psychology*, 14, 1233212.
- Harkati, R., Alhabshi, S. M., & Kassim, S. (2020). Competition between conventional and Islamic banks in Malaysia revisited. *Journal of Islamic Accounting and Business Research*, 11(10), 1771-1789.
- Htike, A. M. (2023). Effect of performance management and supervisor support on employee satisfaction in Myanma Tourism Bank (Doctoral dissertation, MERAL Portal).
- Iqbal, S., Hongyun, T., Akhtar, S., Ahmad, U., & Nyarko Ankomah, F. (2020). Impacts of supervisor support on turnover intentions: Mediating role of job satisfaction. *Asian Journal of Education and Social Studies*, 6(3), 1-9.
- Jameaba, M. S. (2024). Digitalization, emerging technologies, and financial stability: Challenges and opportunities for the Indonesian banking sector and beyond. *Emerging Technologies, and Financial Stability: Challenges and Opportunities for the Indonesian Banking Sector and Beyond* (April 26, 2024).
- Jessica, N., Afifah, N., Daud, I., & Pebrianti, W. (2023). The effect of work environment and work-life balance on job satisfaction: Work stress as a mediator. *Journal of Economics, Management and Trade*, 29(1), 54-65.
- Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. *Essentials of job attitudes and other workplace psychological constructs*, 207-241.
- Khan, M., & Lakshmi, N. (2018). Mediating role of employee engagement in the relationship between perceived supervisor support and job satisfaction. *Asian Journal of Management*, 9(1), 189-196.
- Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6), 877-886.
- Mansor, N., Noor, J. M. M., & Hassan, N. F. N. (2012). Job satisfaction among the bankers: An investigation on Islamic financial institution in eastern region of Malaysia. *Asian Social Science*, 8(10), 186-197.
- Mohajan, H. K. (2020). Quantitative research: A successful investigation in natural and social sciences. *Journal of Economic Development, Environment and People*, 9(4), 50-79.
- Pavlović, D., Micić, R., Dončić, S., & Milanović, N. (2021). The impact of the COVID-19 pandemic on job satisfaction in banks in Southern Serbia. *Journal of Entrepreneurship & Innovation*, 13(13).
- Pecino, V., Mañas, M. A., Díaz-Fúnez, P. A., Aguilar-Parra, J. M., Padilla-Góngora, D., & López-Liria, R. (2019). Organisational climate, role stress, and public employees' job satisfaction. *International Journal of Environmental Research and Public Health*, 16(10), 1792.
- Prayudi, A., & Komariyah, I. (2023). The impact of work motivation, work environment, and career development on employee job satisfaction. *Jurnal Visi Manajemen*, 9(1), 100-112.
- Ramli, A. H. (2019). Work environment, job satisfaction and employee performance in health services. *Business and Entrepreneurial Review*, 19(1), 29-42.

- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717-725.
- Roberts, J. A., & David, M. E. (2020). Boss phubbing, trust, job satisfaction and employee performance. *Personality and Individual Differences*, 155, 109702.
- Saxena, S. (2024). Impact of working environment on job satisfaction in private banking sector in Madhya Pradesh–II. *Universal Research Reports*, 11(1), 65-73.
- Sija, A. (2021). The influence of job satisfaction and its effect on employee turnover intention in financial service industry of Malaysia. *European Journal of Economic and Financial Research*, 5(1).
- Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. (2020). Impact of working environment on job satisfaction. *European Journal of Business and Management Research*, 5(6).
- Yin, H. (2021). The impact of competition and bank market regulation on banks' cost efficiency. *Journal of Multinational Financial Management*, 61, 100677.