

Moderation of Employee Wellbeing in the Role of Supervisory Support to Increase Human Resources Work Motivation at the Middle Type Customs and Excise Supervision and Service Office, Tanjung Emas

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Abstract. *This study aims to analyze the influenceThis study aims to determine the relationship between supervisory support and psychological capital on human resource work motivation, and to determine the moderating role of employee well-being in this relationship. This study is associative explanatory research. The study population consisted of all 253 human resources at the Tanjung Emas Customs and Excise Supervision and Service Office, with a sample of 155 respondents taken using convenience sampling techniques. Data collection was carried out through a closed questionnaire with a scale of 1–5 (Strongly Disagree–Strongly Agree), and data analysis used Partial Least Square (PLS). The results showed that supervisory support had a positive and significant effect on work motivation, as did psychological capital, which also had a positive and significant effect. Employee well-being did not moderate the relationship between supervisory support and work motivation. This finding confirms that superior support and psychological capital are important factors in increasing work motivation.*

Keywords: Capital; Psychological; Supervisory; Support.

1. Introduction

The increasingly competitive and dynamic work environment demands a deep understanding of the factors that influence employee motivation and well-being, making it very important.(Slomp & Vella-brodrick, 2013)These factors not only play a role in increasing productivity but also in ensuring the sustainability of optimal employee performance and strengthening their psychological foundation. One of the determining factors of performance is work motivation, which experts call a key element influencing performance in an organization.(Locke & Schattke, 2019; Muli et al., 2019; Shaikh & Siddiqui, 2019).

Work motivation is an important aspect in HR performance, which is influenced by various factors such as working conditions, compensation, career development.(D'Annunzio-Green et al., 2019), social support, and psychological aspects(Connie R Wanberg et al., 2020)A safe

and healthy work environment, as well as good workload management, can increase feelings of security and motivation.(Malinowska et al., 2018). Decent wages and adequate benefits, as well as recognition for achievement, also play an important role.(Johnson et al., 2022).

In addition, career development opportunities and ongoing training programs help enhance skills and competencies.(Lee et al., 2024). Support and guidance from superiors and good relationships with coworkers can increase feelings of appreciation and motivation.(Shi & Gordon, 2020).

High work motivation contributes to increased performance, productivity, job satisfaction and the ability to cope with stress.(Paais & Pattiruhu, 2020)By considering these factors, organizations can create a work environment that supports and motivates its members to provide the best service to the community.

Support from superiors or supervisors (supervisory support) plays a crucial role in HR performance.(Chan, 2017). Supervisory support includes guidance, feedback, and emotional support provided by superiors to their subordinates, which is very important in creating a positive work environment.(Mishra et al., 2019).

When employees feel supported by their superiors, they tend to have higher levels of job satisfaction, feel valued, and are more motivated to achieve organizational goals. This support also helps employees cope with the pressure and stress that often accompany work, enabling them to work more efficiently and effectively. As reviewed by(Chan, 2017)With good supervision, human resources can develop their skills and competencies through ongoing training and guidance, ultimately improving their overall performance. Thus, supervisory support not only contributes to an individual's psychological well-being but also directly impacts their operational performance in carrying out their work.

Previous research has shown that there is still controversy regarding the relationship between the role of supervision and work motivation. The results indicate a positive relationship between the role of the room supervisor and work motivation.(Peggy Passya et al., 2019)However, other research shows that the Principal's supervision does not have a significant effect on Motivation.(Santy Wijaya, 2021). Then, future researchstudy(Kanatmaymon, 2017) suggest to examine the role of supervisory model as a potential antecedent of work motivation. Therefore, in this study, psychological capital is proposed as a mediating variable to explain the gap above.

2. Research Methods

The type of research that used This research is an associative type of explanatory research, aiming to determine the relationship between two or more variables (Sugiyono, 2018). This research aims to explain hypothesis testing with the intention of confirming or strengthening the hypothesis, with the hope that it will ultimately strengthen the theory used as a basis. In this case, it is to test the influence of *Employee Wellbeing, Psychological Capital, Supervisory Support* and Work Motivation.Source The data in this study includes primary and secondary

data. Primary data is data that is obtained directly from the object (Widodo, 2017). The primary data of the study includes: *Employee Wellbeing, Psychological Capital, Supervisory Support* and Work Motivation. Secondary data exists This is data obtained from other parties. This data includes statistical data and references related to this study.

3. Results and Discussion

This study involved 155 respondents who were employees of the Tanjung Emas Customs and Excise Supervision and Service Office. Analysis of the respondents' descriptions revealed several characteristics relevant to the context of work in the customs environment. The results of the research questionnaire distribution yielded 114 completed and processed questionnaires. A description of the respondents can be presented according to their characteristics, as presented below:

Respondent Characteristics Description Table

No	Characteristics	Total Sample n = 155	
		Amount	Percentage (%)
1.	Gender		
	Man	107	69%
	Woman	48	31%
2.	Age		0%
	18 - 30 years old	58	37%
	31-40 years old	73	47%
	41 - 50 years old	18	12%
	> 50 years	6	4%
3.	Last education		0%
	Diploma	44	28%
	Bachelor degree)	77	50%
	Postgraduate (S2)	34	22%
4.	Years of service		0%
	0 - 3 years	22	14%
	>3 - 6 years	22	14%
	>6 - 9 years	77	50%
	> 9 years	34	22%

Source: Results of research data processing (2024).

The characteristics of respondents presented in the table provide an important overview for understanding their relationship with employee well-being, work motivation, psychological capital, and supervisory support in the organizational context of the Tanjung Emas Customs Middle Type KPPBC organization.

The majority of respondents were in the 31–40 age group (47%) and 18–30 years (37%), which are considered productive age groups. This indicates that the majority of employees are in an active career development phase, so employee well-being is greatly influenced by the balance between workload and organizational support. Employees in this age group typically have high energy and motivation, but are vulnerable to burnout if management does not provide

adequate support, whether in the form of healthcare facilities, work flexibility, or other welfare programs.

The relatively high level of education, with 50% holding a bachelor's degree and 22% holding a master's degree, reflects strong intellectual and professional capacity. This can boost work motivation, as employees with higher education tend to have greater aspirations for career development and promotion opportunities. Furthermore, the predominance of tenure, which is between 6–9 years (50%) and more than 9 years (22%), indicates that the majority of employees have substantial experience, which is typically accompanied by loyalty to the organization. However, if motivation is not maintained through incentives, training, or promotions, there is a risk of stagnation, which can reduce performance.

Psychological capital encompasses aspects such as optimism, hope, resilience, and self-efficacy. Variations in age and length of service among respondents indicate that employees have varying levels of resilience in facing work challenges. Employees with longer experience (>6 years) typically have higher levels of resilience and self-efficacy due to their familiarity with various work dynamics. Meanwhile, younger employees (18–30 years old) may require more training and mentoring to develop strong psychological capital, particularly in building self-confidence and adaptability to work pressures.

Respondent characteristics indicate that the majority of employees have medium to long tenure. This requires adaptive supervisory support, where superiors provide not only technical direction but also emotional and motivational support. More experienced employees may require recognition and empowerment, while newer employees require intensive guidance and mentoring to integrate well. Effective supervisory support can increase job satisfaction, strengthen organizational commitment, and maximize each individual's potential.

Overall, the diverse characteristics of these respondents indicate the need for differentiated management approaches to employee well-being, motivation, psychological capital development, and supervisory support. An approach tailored to age, education level, and work experience will be more effective in building optimal performance and creating a healthy and productive work environment.

In this section, a descriptive analysis is conducted to obtain an overview of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about respondents' tendencies to respond to the indicator items used to measure these variables and to determine the status of the variables studied at the research site.

The variable descriptions are grouped into 3 categories, namely: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00.

Reliability measurement in quantitative research, especially in measurement models based on Structural Equation Modeling (SEM), can be done using three main methods, namely (Ghozali & Latan, 2015):

a. *Cronbach's Alpha*

Cronbach's Alpha is used to assess the internal consistency of a construct or latent variable. This value indicates the extent to which the indicators used are able to consistently measure the same concept. Generally, a Cronbach's Alpha value ≥ 0.70 is considered to indicate good reliability, although in exploratory research, a value ≥ 0.60 is still acceptable.

b. *Composite Reliability (CR)*

Composite Reliability measures internal reliability by considering the weight (loading) of each indicator on the construct. Unlike Cronbach's Alpha, which assumes all indicators have the same contribution, CR provides a more accurate assessment of SEM models because it takes into account the relative contribution of each indicator. A CR value ≥ 0.70 generally indicates that the construct has adequate internal consistency.

c. *Average Variance Extracted (AVE)*

AVE is used to measure convergent validity and to indicate the proportion of indicator variance that is successfully explained by the latent construct. An AVE value ≥ 0.50 indicates that more than half of the indicator variance can be explained by the construct, thus indicating an adequate level of consistency.

The results of composite reliability, Cronbach's Alpha, and AVE between constructs and their indicators can be seen in the following table:

Reliability Test Results Table

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_c)</i>	<i>Average variance extracted (AVE)</i>
Employee well-being	0.845	0.907	0.765
Work motivation	0.910	0.933	0.737
Psychological capital	0.876	0.916	0.733
Supervisory support	0.848	0.898	0.688

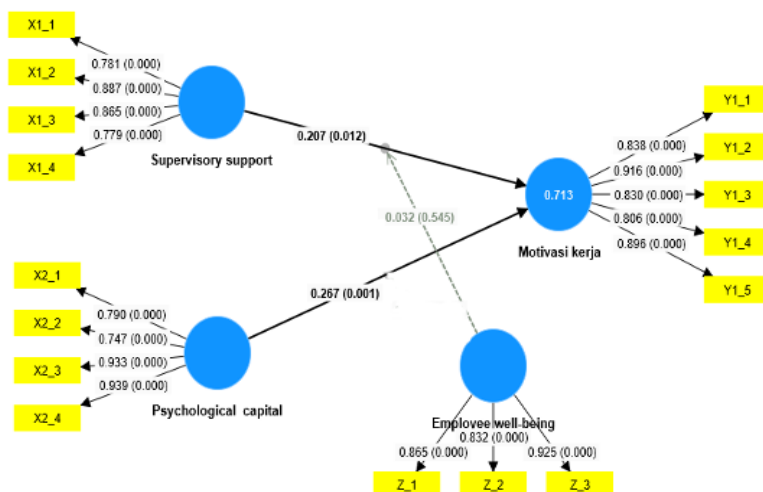
Source: Processed primary data (2024)

Based on the table above, the reliability test results for each construct show that the Cronbach's Alpha value is above 0.7, the composite reliability value also exceeds 0.7, and the AVE value for each construct exceeds 0.5. Thus, it can be concluded that this research instrument has a good level of reliability.

Based on the results of the evaluation of convergent validity and discriminant validity as well as variable reliability, it can be concluded that the indicators as measures of each variable are valid and reliable measures.

Structural model testing (inner model) involves examining the relationship between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. Hypothesis testing is conducted to determine whether a hypothesis is accepted or not by comparing the calculated t with the t table. If the calculated $t > t$ table, the hypothesis is accepted. The critical values used when the sample size is greater than 30 and the two-tailed test is 1.65 for a 10% significance level, 1.96 for a 5% significance level, and 2.57 for a 1% significance level. (Marliana, 2019) In this case, to test the hypothesis, a significance level of 5% was used, where the t -table value was 1.96. (Ghozali & Latan, 2015).

In this case, data processing was performed using the Smart PLS v4.1.0 software tool. The results of this data processing are shown in the following image:



Full SEM-PLS Moderation Model Image

Source: Results of research data processing with Smart PLS 4.1.0 (2024)

The results of testing the influence of each research variable can be presented in the following table:

Hypothesis Test Results Table

	Influence		Original sample (O)	T statistics (O/STDEV)	P values	Information
H1	Supervisory support -> Work motivation		0.207	2,508	0.012	Accepted
H2	Psychological capital -> Work motivation		0.267	3,363	0.001	Accepted
H3	Employee well-being x Supervisory support -> Work motivation	x	0.032	0.606	0.545	Rejected

Source: Primary data processing with Smart PLS 4.1.0 (2024)

Decisions are made based on the calculated statistical test values and predetermined significance levels. Hypothesis testing is performed by comparing the predetermined t-table with the calculated t-value generated from the PLS calculation. Based on the data processing results table above, the results of each proposed hypothesis test can be identified as follows:

1) Hypothesis Testing 1:

H1: Supervisory Support has a significant influence on work motivation

In testing hypothesis 1, the original sample estimate value of the influence of Supervisory Support on work motivation was obtained at 0.207. This value proves that Supervisory Support has a positive effect on work motivation, the results of which are also strengthened by the results of the t-test obtained with a calculated t value (2.508) > t table (1.96) and p (0.012) < 0.05, so it can be said that there is a positive and significant influence of Supervisory support on work motivation. Thus, the first hypothesis which states that "Supervisory Support has a significant influence on work motivation" can be accepted.

2) Hypothesis Testing 2:

H2: Psychological Capital has a significant positive influence on work motivation

In testing hypothesis 2, the original sample estimate value of the influence of Psychological capital on work motivation was obtained at 0.267. This value proves that Psychological capital has a positive effect on work motivation, the results of which are also strengthened by the results of the t-test obtained with a calculated value of t (3.363) > t table (1.96) and p (0.001) < 0.05, so it can be said that there is a positive and significant influence of Psychological capital on work motivation. Thus, the second hypothesis which states that 'Psychological Capital has a significant positive influence on work motivation' can be accepted.

3) Hypothesis Testing 3:

H3: Employee well-being moderates the influence of supervisory support on work motivation

In testing hypothesis 3, the original sample estimate value of the influence of the moderating variable (Employee well-being x Supervisory support) on work motivation was 0.032. This value indicates that the moderating factor has a positive influence, but when viewed through the significance of its influence through the t test, the calculated t value (0.606) < t table (1.96) and p (0.545) > 0.05 were obtained, so it can be said that Employee well-being does not provide a significant moderating influence on the relationship between Supervisory support and Work motivation. Thus, the third hypothesis which states that "Employee well-being moderates the influence of Supervisory support on work motivation" can be rejected.

Discussion:

1) The Influence of Supervisory Support on Work Motivation

The results of this study prove that supervisory support has a positive and significant effect on work motivation, the results of which are also strengthened by the results of previous research which showed that superior support and work values have a positive effect on work motivation.(Khalid & Rathore, 2017)there is a positive relationship between the role of the room supervisor and work motivation(Peggy Passya et al., 2019).

In this study, supervisory support, represented by four indicators: emotional support, appraisal support, informational support, and physical support, was shown to contribute to increased work motivation. Work motivation in this study was measured using five indicators: the drive to fulfill physiological needs, the need for safety, the need for social needs, the need for esteem, and the need for self-actualization.

For the supervisory support variable, the indicator with the highest outer loading value is appraisal support, while for the work motivation variable, the highest indicator is safety needs. These results indicate that the better the quality of appraisal support provided by superiors, such as fair evaluations, constructive feedback, and recognition of performance, the more likely employees are to meet their safety needs, both physically and psychologically. This means that a transparent appraisal process that recognizes employee contributions can create a sense of security, reduce anxiety about the future of their work, and increase employees' confidence that they are working in a stable and supportive environment.

Meanwhile, the indicator with the lowest outer loading value for the supervisory support variable is physical support, and for the work motivation variable, the lowest indicator is the need for recognition. These findings indicate that the more adequate physical support provided by superiors, such as the provision of work facilities, technical assistance, and equipment to support customs and excise duties, the more employees' need for recognition for their contributions is met. This means that physical support not only makes work easier but also serves as an indirect form of recognition of the importance of employees' roles, thus encouraging them to feel valued and motivated to excel.

The findings of this study indicate that supervisory support has a positive and significant influence on the work motivation of human resources at the Tanjung Emas Customs and Excise Supervision and Service Office. This indicates that the greater the support provided by superiors, which includes emotional support, assessment, information, and physical assistance, the higher the level of work motivation felt by employees. Effective forms of support from superiors can encourage the fulfillment of various employee needs, ranging from physiological, safety, and social needs, to the need for appreciation and self-actualization.

2) The influence of psychological capital on work motivation

The results of this study prove that Psychological capital has a positive and significant influence on work motivation, the results of which are also strengthened by the results of previous research which stated that Psychological Capital(PsyCap) will increase a person's

motivation to learn new things and enable them to bounce back after experiencing failure.(Datu et al., 2018).

The results of this study indicate that psychological capital has a positive and significant influence on the work motivation of human resources at the Tanjung Emas Customs and Excise Supervision and Service Office. This indicates that the higher the level of psychological capital, which includes self-efficacy/confidence, optimism, hope, and resilience, the greater the employee's work motivation. Strong psychological capital can encourage individuals to strive to fulfill various needs, ranging from physiological needs, security, social relationships, esteem, to self-actualization.

In this study, psychological capital was measured through four main indicators: self-efficacy/confidence (confidence in completing tasks), optimism (a positive outlook on the future), hope (clear expectations and goals), and resilience (the ability to bounce back from failure). These four indicators have been shown to increase work motivation, which in this study was measured using five indicators: the drive to fulfill physiological needs, safety needs, social needs, esteem needs, and self-actualization.

The measurement results show that the indicator with the highest outer loading value for the psychological capital variable is resilience, while for the work motivation variable, it is the need for safety. These findings indicate that the stronger an employee's resilience, or ability to cope with pressure and challenges, the greater their sense of security in the workplace. This means that good mental resilience makes employees better able to face work risks, adapt to change, and remain protected, both physically and psychologically. This allows the need for safety, a crucial component of work motivation, to be optimally met.

On the other hand, the indicator with the lowest outer loading value for the psychological capital variable was optimism, while for the work motivation variable, it was the need for recognition. These results indicate that increasing optimism can help fulfill employees' need for recognition. This means that when employees have a positive outlook on future prospects and believe that their efforts will yield positive results, they tend to be more confident in delivering their best performance. This opens up opportunities for the organization to provide appreciation, recognition, and rewards, thereby fulfilling these needs for recognition. In other words, building optimism not only impacts work morale but also increases employees' opportunities to receive recognition for their contributions.

3) Moderation of Employee well-being in the influence of Supervisory support on work motivation

This study proves that employee well-being does not provide a significant moderating effect on the relationship between supervisory support and work motivation. This study shows that employee well-being does not provide a significant moderating effect on the relationship between supervisory support and work motivation of HR at the Tanjung Emas Customs and Excise Supervision and Service Office. This means that the level of employee well-being,

whether from physical, psychological, or social aspects, does not strengthen or weaken the influence of supervisory support on work motivation. In other words, although supervisory support has been shown to increase work motivation, the magnitude of the effect is relatively the same for employees with different levels of well-being. This indicates that employee work motivation in this environment is more directly influenced by the role of superior support, while differences in well-being conditions do not significantly change the strength of the relationship.

The employee well-being variable is measured through three main indicators: economic well-being, supportive well-being, and service assurance. The supervisory support variable is reflected through four indicators: emotional support, appraisal support, informational support, and physical support. Meanwhile, the work motivation variable is measured through five indicators representing levels of needs in Maslow's hierarchy: the drive to fulfill physiological needs, safety needs, social needs, esteem needs, and self-actualization.

The measurement results show that for the employee well-being variable, the indicator with the highest outer loading value is service assurance; for the supervisory support variable, the highest indicator is appraisal support; while for work motivation, the highest indicator is safety needs. These findings indicate that although the service assurance provided by the organization is improving—such as the availability of health facilities, job protection, and social security—this does not strengthen the influence of appraisal support on employee safety needs. This means that the sense of security felt by employees tends to be more directly influenced by recognition and positive assessment from superiors than by perceptions of service assurance. This may occur because fair and appreciative assessments build interpersonal trust and the belief that their performance is recognized, which in turn fosters a sense of security at work, regardless of the quality of service assurance received.

On the other hand, the measurement results also show that for the employee well-being variable, the lowest indicator is support well-being; for the supervisory support variable, the lowest indicator is physical support; while for work motivation, the lowest indicator is the need for recognition. These findings indicate that increasing support well-being, for example, organizational assistance to employees' personal or social needs, does not significantly influence the influence of physical support on the need for recognition. This means that while adequate physical facilities and material assistance can facilitate work, they do not necessarily make employees feel more valued if other aspects such as verbal recognition, formal rewards, or career development opportunities are not met. In other words, feeling valued is more closely related to symbolic and emotional recognition than simply physical support or practical assistance.

Based on the Job Demands-Resources (JD-R) theory (Karasek et al., 2001) and Conservation of Resources (COR) (Hobfoll et al., 2018) The insignificant moderating effect of employee well-being on the relationship between supervisory support and work motivation may occur because supervisory support already acts as a job resource that is strong enough to directly influence work motivation. From a COR perspective, individuals will utilize available resources

to maintain and increase their motivation.(Hobfoll et al., 2018), and supervisory support are resources that can provide a sense of security, direction, and recognition. When these resources are adequately available, differences in well-being levels do not significantly alter employees' motivational responses.

In addition, Social Exchange theory explains that reciprocal relationships between superiors and subordinates create a psychological obligation to reciprocate support with higher performance and motivation.(Yu et al., 2019), so the positive effect of supervisory support on motivation can emerge consistently, even when well-being conditions vary. Thus, employee well-being does not moderate the relationship because the influence of supervisory support is already quite dominant and directly motivates employees without requiring additional reinforcement from employee well-being factors.

Based on respondent characteristics data, employee well-being did not play a significant role as a moderating variable in the relationship between supervisory support and work motivation, possibly due to the relatively homogeneous nature of the employees. The majority of employees were of productive age (18–40 years old) and had worked for more than six years, so they were accustomed to the work rhythm, able to adapt to task demands, and had similar views regarding support from their superiors. Their educational background, which was mostly Diploma or Bachelor's degree, made them quite familiar with work procedures, so work motivation was more directly influenced by things like direction, guidance, and appreciation from their supervisors. Furthermore, the dominance of male employees who were often involved in fieldwork made them tend to view superior support as the main factor driving work enthusiasm, while well-being was considered a relatively stable condition and did not significantly influence the relationship. Consequently, differences in well-being levels between employees were not large enough to significantly influence the strength or weakness of the influence of supervisory support on work motivation.

4. Conclusion

Based on the analysis and discussion of the research results, it can be concluded that: Supervisory support has been proven to have a positive and significant effect on work motivation, meaning that the higher the emotional support, assessment, information, and physical assistance from superiors, the higher the employee's work motivation. Psychological capital has a positive and significant effect on work motivation, indicating that high psychological capital—including self-efficacy, optimism, hope, and resilience—encourages employees to fulfill needs ranging from physiological, safety, social, esteem, to self-actualization. Employee well-being does not significantly moderate the relationship between supervisory support and work motivation. This indicates that in organizations with relatively homogeneous employee characteristics in terms of age, length of service, education, and work culture, the effect of supervisory support on work motivation remains stable even though the level of employee well-being varies. This study confirms that supervisory support and psychological capital have a significant effect on work motivation. The absence of a moderating role for employee well-being indicates that supervisory support as a job resource

is strong enough to encourage motivation, regardless of differences in the level of well-being. The homogeneity of human resource characteristics helps maintain the stability of this relationship, so that direct factors such as supervisory support and psychological capital become the main determinants of work motivation.

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