



THE EFFECT OF OCCUPATIONAL FUTURE TIME
PERSPECTIVE AND PERCEIVED SUPERVISOR
SUPPORT VIA MOTIVATION ON JOB
SATISFACTION

Master Thesis Human Resource Studies

Name: E.H. Vreugdenhil
SNR: 2008682
ANR: 404420
Supervisor: dr. C. Karaduman
Project period: November 2021 – June 2022
Project theme: Time perspective and HR outcomes

Abstract

In the turbulent times of COVID-19, individuals are less satisfied with their job. However, since low levels of job satisfaction have negative consequences, it is relevant to explore the factors which might explain job satisfaction. Therefore, this study explored how Occupational Future Time Perspective (OFTP) and Perceived Supervisor Support (PSS) affect Job Satisfaction and if those relationships are mediated by Motivation. To substantiate the aforementioned relationships, the Conservation of Resources (COR) theory was used. The study consisted of seven hypotheses that were examined within a sample of the workforce ($N = 212$). After performing two linear regression analyses using IBM SPSS, a path analysis was conducted. The relationships between OFTP and job satisfaction (H1), and OFTP and motivation (H2) turned out to be not significant as well as the mediating effect of motivation on the relationship between OFTP and job satisfaction (H4). Hence, those three hypotheses were not supported. The other hypotheses, explaining the relationships between motivation and job satisfaction (H3), PSS and job satisfaction (H5), PSS and motivation (H6), and the mediating effect of motivation on the relationship between PSS and job satisfaction (H7), were significant, meaning that the expected effects were supported. The most important implication is that motivation mediates the relationship between PSS and job satisfaction. In terms of limitations, it is interesting to explore other potential mechanisms which might explain the relationships. Other implications and limitations of the study are discussed.

Keywords: Job Satisfaction, Occupational Future Time Perspective, Perceived Supervisor Support, Motivation, Conservation of Resources theory

Introduction

November 17th, 2019 is the day the first COVID-19 case was detected and therefore a day for in the history books (Davidson, 2020). Consequently, the COVID-19 crisis originated and the worldwide workforce was hit by the consequences of this. People lost their jobs, organizations went bankrupt and employees started to work from home (Brynjolfsson et al., 2020). Post COVID-19, people are quarantined when needed, and working remotely happens regularly. Here lies a great challenge for employers and especially HR departments since, according to Wolor et al. (2020), the pandemic triggers anxiety and thus stress among the workforce, which results in less motivation. Additionally, the majority of the workforce is more motivated when they work at the office (Tovmasyan and Minasyan, 2020). Correspondingly, job satisfaction has decreased for instance amongst nurses and women due to COVID-19 (Feng & Savani, 2020; Said & El-Shafei, 2021). Job satisfaction can be defined as being happy with one's job (Locke, 1969), and motivation refers to the effort one wants to make (Saraswathi, 2011). It remains important that the workforce is satisfied with and motivated for their jobs since both job satisfaction and motivation increase organizational performance (Lee & Raschke, 2016; Ouedraogo, 2013; Wood et al., 2012). Additionally, low job satisfaction can, for instance, lead to absenteeism, turnover, and burn-out (Li et al., 2018; Thomas & Au, 2002). Therefore, it is, especially post COVID-19, important to ensure both job satisfaction and motivation among the workforce. Hence, both job satisfaction and motivation will be further examined during this study.

One factor which can influence motivation and job satisfaction is the employee's time perspective regarding work, better known as Occupational Future Time Perspective (OFTP). OFTP refers to perceptions of one's employment future (Rudolph et al., 2018). People with a positive OFTP are more motivated and satisfied with their job (Rudolph et al., 2018). Moreover, employees who are optimistic about their future at work can focus on positive future work-

related activities, such as a promotion. By looking positively toward the future, employees can get motivated to work toward certain goals. Additionally, by focusing on one's occupational future, one might see various opportunities in one's career path (Henry et al., 2017). Acknowledging those opportunities can improve job satisfaction since the job and the opportunities it brings along, are valued by employees (Henry et al., 2017). Moreover, given the COVID-19 crisis, it remains important to tackle anxiety and stress caused by the pandemic (Wolor et al., 2020) and be future-oriented. Therefore, during this research, the direct effect of OFTP on both job satisfaction and motivation will be further explored as well as the indirect effect of OFTP via motivation on job satisfaction. This indirect effect has not been studied before. However, it is important to study this effect since it might explain why OFTP leads to job satisfaction and thus provide insight into what can increase job satisfaction. Additionally, this potential effect would be a theoretical contribution.

Another factor that might influence both motivation and job satisfaction is Perceived Supervisor Support (PSS). PSS refers to the degree to which employees feel valued by their supervisors (Maertz Jr. et al., 2007). Especially during the COVID-19 crisis, it has been challenging for supervisors to manage and support their team members while working remotely (Newman & Ford, 2021). Due to the pandemic, people are feeling lonelier and more distanced from their job, which emphasizes the importance of employees perceiving supervisor support (Luchetti et al., 2020). Even though a supervisor might be trying to satisfy and motivate its team members, by for instance allowing flexible hours, team members might perceive this differently. Previous studies have shown a positive relationship between supervisor support and job satisfaction, thus, employees who perceive more supervisor support report higher levels of job satisfaction (Babin & Boles, 1996; Gagnon & Michael, 2004; Griffin et al., 2001). Additionally, Van Woerkom and Kroon (2020) concluded that higher levels of PSS increase motivation to improve performance. This research will examine the direct effect of PSS on both

motivation and job satisfaction as well as the indirect effect of PSS via motivation on job satisfaction. Previous studies did not research this indirect effect yet. However, it is interesting to explore this, since a potential effect can point toward more PSS practices to improve both motivation and job satisfaction.

Although various relationships have been examined in previous studies, the mediating effect of motivation in the relationships between OFTP and job satisfaction, and between PSS and job satisfaction has not been studied yet. Therefore, this research will fill a gap in the literature by exploring whether motivation mediates those relationships. It is important to examine this since motivation might explain why high levels of OFTP and PSS lead to higher levels of job satisfaction. Moreover, this research demonstrates practical relevance. Organizations might strive to increase employees' motivation and job satisfaction since both result in higher organizational performance (Lee & Rascke, 2016; Ouedraogo, 2013; Wood et al., 2012). Especially when people are feeling more anxious and stressed, it is important that employees stay motivated and satisfied with their job. Assuming that all the relationships are significant, an organization can consider stimulating OFTP and investing in increasing PSS to improve motivation and thus job satisfaction amongst employees.

The aim of this research can be captured in the following research question:

“To what extent are occupational future time perspective and perceived supervisor support associated with job satisfaction and to what extent does motivation mediate these relationships?”

Theoretical Framework

Job satisfaction and OFTP

In this section, the variable job satisfaction will be explained as well as how OFTP can contribute to higher levels of job satisfaction. Job satisfaction can be defined as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969, p.316).

There is a great variety of factors that can influence job satisfaction, such as pay and benefits, relationships at work, the content of a job, and working conditions (Singh & Jain, 2013). Those factors can have a positive or a negative effect on job satisfaction (Singh & Jain, 2013). Accordingly, “The happier people are within their job, the more satisfied they are said to be” (Singh & Jain, 2013, p. 105). For employers, it is desirable to create and maintain happy employees, since higher levels of job satisfaction enhance organizational performance (Lee & Raschke, 2016; Ouedraogo, 2013; Wood et al., 2012). Consequently, the conservation of resources (COR) theory can help in achieving job satisfaction amongst employees. The COR theory assumes that resource loss increases stress, while gaining resources buffers this (Hobfoll, 2001). Resources could be, for instance, the loyalty of friends, help with child care, or the ability to organize tasks (Hobfoll, 2001). Several studies have proven that stress leads to a decrease in job satisfaction (Bemana et al., 2013; Grunfeld et al., 2000; Khamisa et al., 2015). Accordingly, and in line with the COR theory, one should ensure high levels of resources to maintain or enhance job satisfaction.

One potential predictor of job satisfaction could be OFTP. OFTP refers to “individuals’ perceptions of their future in the employment context” (Rudolph et al., 2018, p. 229) and can be divided into three dimensions namely (a) perceived remaining time, which “describes individuals’ perceptions of the amount of the future time they expect to spend in employment” (Rudolph et al., 2018, p.230), (b) focus on opportunities which “captures individuals’ perceptions of new work-related goals, possibilities, and opportunities that are foreseen in the future” (Rudolph et al., 2018, p. 230), and (c) focus on limitations which “involves individuals’

perceptions of the constraints, limitations, and restrictions in the employment context” (Zacher, 2013, p. 1142).

Whenever positive levels of OFTP are experienced, one experiences more remaining time at work, sees multiple opportunities, and detects minimal limitations (Henry et al., 2017). In terms of seeing opportunities and achieving those, fulfilling one’s work goals suggests to have a positive effect on job satisfaction (Weikamp & Göritz, 2016). Whenever an employee has a multiple opportunities at work in the foreseen future, the employee can take those opportunities, succeed, fulfil work goals, and consequently feel more satisfied with one’s job. The relationship between OFTP and job satisfaction can further be explained through COR theory. According to Rudolph et al. (2018), higher levels of remaining time can be seen as a resource. In line with this, Hobfoll (2001) categorizes ‘Time for work’ as a resource. Consequently, the more remaining time one has at work, the more resources one has and, according to the COR theory, less stress. Correspondingly, Bakker et al. (2007) argue that job resources buffer levels of stress. Moreover, high levels of job resources are beneficial for, amongst others, achieving work goals and stimulating growth and development (Bakker & Demerouti, 2007). In addition, the lack of stress, which can be caused by minimal focus on limitations, as well as the positive consequences of job resources, enhances job satisfaction (Yeh, 2015).

In line with this reasoning, Weikamp and Göritz (2016) and Henry et al. (2017) discovered that the focus on the opportunities dimension is positively related to job satisfaction. Moreover, Rudolph et al. (2018) found that OFTP was positively related to job satisfaction.

To summarize, the focus on opportunities and remaining time dimension as well as low levels of the focus on the limitations dimension of OFTP seem to increase job satisfaction separately. This study will combine those three dimensions into OFTP and consequently, a positive relationship between OFTP and job satisfaction can be expected.

Based on the above, the following hypothesis has been formulated:

Hypothesis 1: OFTP is positively related to job satisfaction.

OFTP and Motivation

Motivation refers to “the willingness to exert high levels of effort, toward organizational goals, conditioned by the effort’s ability to satisfy some individual needs” (Saraswathi, 2011, p. 72) and can be distinguished into intrinsic and extrinsic motivation. Intrinsic motivation is derived from within the individual while extrinsic motivation originates in external factors (Putra et al., 2017).

In order to explain the relationship between OFTP and motivation, the COR theory will be used (Hobfoll, 2001). Based on the COR theory, the acquisition, maintenance, and fostering of resources are “basic motivational goals”, implying that resources motivate people (Hobfoll, 2001, p. 352). Moreover, COR theory proposes that individuals are motivated to acquire new resources while they are protecting their current ones (Halbesleben et al., 2014). Since ‘Time for work’ and high levels of remaining time are categorized as resources, experiencing high levels of OFTP means one is experiencing higher levels of resources (Hobfoll, 2001; Rudolph et al., 2018). Consequently, one is more motivated to protect, maintain, and foster resources, amongst which are the resources related to OFTP (Halbesleben et al., 2014). Thus, experiencing higher levels of OFTP increases individuals’ levels of motivation.

Correspondingly, employees with positive levels of OFTP are more motivated than employees with a negative OFTP (Rudolph et al., 2018). Furthermore, Akkermans et al. (2016) concluded that the remaining time dimension and motivation for work are positively related. Moreover, Oettingen and Mayer (2002) argued that positive expectations toward the future positively correlate with motivation. Likewise, other studies reported a positive relation

between OFTP and motivation as well (e.g., Karniol & Ross, 1996; Schmitt et al., 2013). Thus, a positive relationship between OFTP and motivation is expected. These considerations led to the second hypothesis:

Hypothesis 2: OFTP is positively related to motivation.

Motivation and Job satisfaction

Additionally, since COR theory is a motivational theory, it suggests that more resources motivate people and make them happier and more satisfied (Hobfoll, 2001). Implying a positive relationship between motivation and job satisfaction. This positive relationship has been reported multiple times (Ayub & Rafif, 2011; Bishay, 1996; Shah et al., 2012). Furthermore, Putra et al. (2017) argued that employees with high intrinsic motivation perceive their job as interesting, meaningful, and challenging and therefore they experience, amongst others, higher job satisfaction. Hence, a positive relationship between motivation and job satisfaction is expected, resulting in the following hypothesis:

Hypothesis 3: Motivation is positively related to job satisfaction.

Motivation as Mediator between OFTP and Job satisfaction

Furthermore, to explain the relationship between OFTP and job satisfaction, a mechanism that might partially explain this is motivation. The COR theory argues that more resources motivate people as well as ensuring lower stress levels (Hobfoll, 2001). In line with this, more resources enhance job satisfaction (Bakker & Demerouti, 2007). Thereupon, experiencing high levels of resources enhances motivation, reduces stress, and consequently leads to higher levels of job satisfaction. Furthermore, as argued above, whenever an individual

experiences positive levels of OFTP, higher levels of job satisfaction are expected. Moreover, it has been argued that OFTP leads to more motivation which consequently enhances job satisfaction. Therefore, it is expected that individuals who report a positive OFTP whilst being motivated experience higher levels of job satisfaction than individuals who are not motivated. However, it is important to consider that other mechanisms might explain the relationship between OFTP and job satisfaction (partially) as well. For instance, burn-out or stress might occur in case of a lack of resources according to COR theory (Hobfoll, 2001). Other factors which can influence this relationship might be personal reasons, such as the health of close ones or one's marriage (Hobfoll, 2001). Hence, a partial mediating effect is expected. These findings are captured in hypothesis 4:

Hypothesis 4: Motivation partially mediates the relationship between OFTP and job satisfaction.

Job satisfaction and PSS

In this paragraph, the relationships between PSS and job satisfaction will be further explored. Perceived supervisor support (PSS) can be defined as the degree to which employees perceive being cared about and appreciated for their contributions by their supervisor (Maertz Jr. et al., 2007).

Previous studies have pointed out that employees value feedback and support from their supervisor the most, instead of feedback from co-workers who are not their supervisors (Kottke & Sharafinski, 1988). This implies that PSS can play a key role in enhancing job satisfaction. The COR theory assists in explaining this relationship. According to the COR theory, support from co-workers has been designated as one of the resources (Hobfoll, 2001). Consequently, based on the COR theory, by perceiving supervisor support, one's level of resources will rise,

which helps to reduce stress and consequently increases job satisfaction (Hobfoll, 2001). Correspondingly, support has shown to have a lot of benefits, most importantly greater satisfaction (Reinhardt, 2001). In line with this, supervisors have the power to influence a workplace and thus team members (Janssen, 2005). Likewise, several studies concluded a positive relationship between PSS and job satisfaction (Dhir et al., 2020; Eschleman, 2011). Hence, a positive relationship between PSS and job satisfaction is expected. Accordingly, the following hypothesis has been shaped:

Hypothesis 5: PSS is positively related to job satisfaction.

PSS and Motivation

The COR theory also provides reasons to assume that PSS strengthens motivation. Since support has been described as a resource, and resources consequently have a motivational effect, higher levels of PSS will lead to higher levels of motivation, according to the COR theory (Hobfoll, 2001). Additionally, Barbuto and Gifford (2012) found that the main source of motivation comes from leaders, while another source of motivation is effective leadership (Humphreys & Einstein, 2004). Thus, a positive correlation between PSS and motivation is expected, which is captured in the following hypothesis.

Hypothesis 6: PSS is positively related to motivation.

Motivation as Mediator between PSS and Job satisfaction

Moreover, it is expected that the relationship between PSS and job satisfaction can be partially explained by the mechanism of motivation. According to the COR theory, an individual who experiences high levels of PSS is likely to be more satisfied with his or her job.

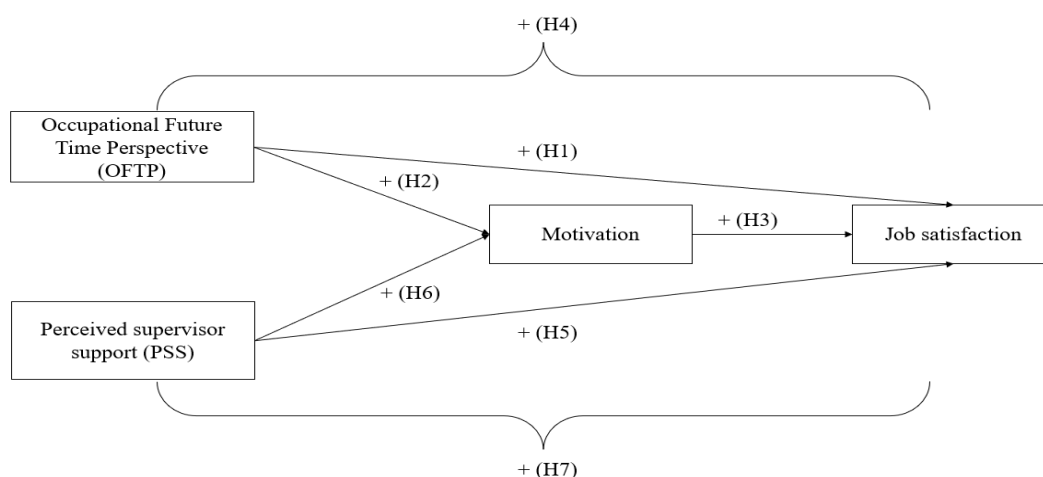
In addition, it has been argued that PSS stimulates motivation which in turn enhances job satisfaction. Henceforth, it is expected that employees who report high levels of PSS and motivation, experience higher levels of job satisfaction than employees who experience low levels of PSS or/and are not motivated. However, other factors might also (partially) explain this relationship. For instance, according to the COR theory, a sense of optimism or ability to communicate well can also act as a mechanism that enhances the relation between PSS to job satisfaction (Hobfoll, 2001). Therefore, the expected effect is partial. The above led to the following hypothesis:

Hypothesis 7: Motivation partially mediates the relationship between PSS and job satisfaction.

The previous considerations and expectations have resulted in the following conceptual model including the seven hypotheses (Figure 1).

Figure 1

Conceptual model including hypotheses (H1 – H7)



Methods

Research Design and Procedure

To answer the research question, the conceptual model was tested in a quantitative, explanatory study. The research is cross-sectional and a survey was used in which data was collected at one point in time. To ensure the study is ethical, a proposal was submitted to and approved by the Ethical Review Board of Tilburg University.

The questionnaire was created using Qualtrics and was available in English. To ensure informed consent, the research, the role of the participant, and the procedure were explained on the cover page. Moreover, confidentiality and anonymity were emphasized as well as the option to withdraw at any moment during the study. Thereafter, the questions were posed, starting with the demographics and control variables, followed by the main variables. Organizations and individual participants were approached via email, phone, or LinkedIn by the researchers.

Sample

This study aimed to collect data from organizations in several sectors (e.g., higher education, finance, banking, and insurance). The organizations were approached via convenience sampling. Organizations were contacted via either e-mail, telephone, or LinkedIn. The program G*Power 3.1 was used to conduct a power analysis and determine the required respondents in this study. The parameters input for the analysis were as follows: one-tailed, Effect size $f^2 = 0.05$, $\alpha = 0.05$, Power = 0.95 and two predictors. As a result, a sample size of $N = 218$ was calculated.

The survey reported $N = 292$. However, 80 participants were removed during the data cleaning process due to incomplete surveys. A response was treated as incomplete whenever one of the used scales was filled in for only 50% or less (Newman, 2014). This resulted in a final sample size of 212 respondents ($N = 212$), which is 72.6% of the reported respondents. The majority of the sample was between 18 and 27 years old (46.7%), identified as female

(59.0%), and was permanently employed (59.0%). The average organizational tenure was 4.64 years and the average job tenure was 3.76 years. An overview of the sample characteristics can be found in Table 1.

Table 1

Sample characteristics

Characteristic	Percentage	Mean	Std. Deviation
Age			
18-27	46.7		
28-37	17.0		
38-47	8.5		
48-57	17.5		
58-67	9.9		
68 years and older	0.5		
Gender			
Male	39.6		
Female	59.0		
Non-binary	0.5		
Prefer not to say	0.9		
Highest level of education			
Secondary education	6.6		
Vocational education	13.7		
Bachelor's level or equivalent	49.5		
Master's level or equivalent	28.8		
Doctoral level or equivalent	1.4		
Employment status			
Permanent	59.0		
Temporary	41.0		
Organizational Tenure		4.64	7.64
Job Tenure		3.76	6.45
Industry			
AV/Videoconferencing	1.4		
Education	17.5		
Finance, banking, and insurance	16.0		

Other	51.4
Semiconductor	4.7
Supply chain and logistics	7.5
Transport	1.4

Note. $N = 212$.

Instruments

The used scales consist of existing, validated, and reliable scales. Validity is determined by whether the chosen items load on the same factor (Abdi & Williams, 2010). Reliability is determined by using Cronbach's alpha (α), which should be .70 or higher in order to be adequate (Nunnally, 1994). All scales are included in the Appendix, reversed items are indicated.

OFTP: OFTP was measured by using the adaption of the 10-item Future Time Perspective (FTP) scale by Carstensen and Lang (1996). To fit the scale into the work context, Zacher and Frese (2009) adapted this scale by adding the word 'occupational'. A Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*) was used as answer categories. Additionally, Zacher (2013) conducted a factor analysis and found that eight items have the highest loadings on one of the three distinct factors. Therefore, those eight items were used in this study. Zacher (2013) reported a Cronbach's alpha of 0.92, which is strong. An example item is: 'Many opportunities await me in my occupational future'. In this study, a Cronbach's alpha of .60 was found, which would be insufficient, but not alarming. The scale has been validated before and revealed good reliability in previous studies. Hence, the Cronbach's alpha of .60 is accepted. In terms of validity, the reported Kaiser-Meyer-Olkin Measure (KMO) is .84 which is sufficient and confirms the validity of the OFTP scale.

Job satisfaction: The Job Satisfaction Scale developed by Macdonald and MacIntyre (1997) was used to measure job satisfaction. The scale consists of 10 unidimensional items. Each item was answered by using a Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). An example item is: 'I receive recognition for a job well done'. Macdonald

and MacIntyre (1997) reported a Cronbach's alpha of .77. The reported Cronbach's alpha in this study was .80, and a KMO of .86 was reported, which means job satisfaction is a reliable and valid scale.

Motivation: In order to measure motivation, the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) was used (Tremblay et al., 2009). This scale uses six subdimensions of motivation (Appendix, Table D). During this study, the subscale amotivation will not be studied, and therefore the items regarding this subscale were not used. The other five subscales combined did determine motivation. Since this study considers motivation as one variable, this resulted in a 15-item scale. Participants were asked to indicate on a Likert scale ranging from 1 (*do not correspond at all*) to 7 (*corresponds exactly*) if the items correspond to the reasons why they are currently involved in their work. An example item is: 'Because I derive much pleasure from learning new things'. Tremblay et al. (2009) performed a Confirmatory Factor Analysis (CFA) and concluded that all the subscales are valid. Moreover, The Cronbach's alpha for the used subscales ranged from .67 to .83 which suggests adequate reliability (Tremblay et al., 2009). The reported Cronbach's alpha in this study was .85, and the reported KMO was .82. Both are sufficient and thus point toward a reliable and valid scale.

PSS: The Survey of Perceived Supervisor Support (SoPSS) was used to measure PSS. The SoPSS has been adapted from the Survey of Perceived Organizational Support (SPOS) by replacing the word organization for supervisor (Smit et al., 2015). The scale consists of 8 items which were answered on a Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). With the intention to make the items more personal and clearer, in all items 'The supervisor' was replaced with 'My supervisor'. An example item is: 'My supervisor values my contribution to its well-being'. Du Plessis (2010) reported a Cronbach's alpha of .89 which implies the SoPSS is highly reliable. This study reported a Cronbach's alpha of .77, and a KMO of .90. These are both sufficient and thus ensure reliability and validity.

Control variables will be used to control for spurious relationships and to ensure generalizability (Bernierth & Aguinis, 2016). Harrington and Lee (2015) indicated that demographics of employees such as age, gender, educational level, and type of contract, can affect the attitudes and behaviours of employees (e.g. job satisfaction and motivation). Therefore, the aforementioned demographics will be used as control variables. All the control variables were measured as categorical variables.

Analyses

Once the data were collected, the analyses were performed in IBM SPSS version 28. First, the data were cleaned and checked for outliers and missing values. Outliers can be defined as “an observation far away from most or all other observations” (Ghosh & Vogt, 2012, p. 3455). In this study, no outliers were detected. However, 80 missing values were deleted listwise from the sample size due to incomplete responses. The listwise technique was used since it deletes all missing values and thus ensures a complete final data set (Kang, 2013). The data were checked for the assumptions of normality, linearity, homoscedasticity, independence of residuals, and multicollinearity. None of the assumptions were violated. Next, the correlation matrix was calculated, which gave insight into correlations between variables. Finally, in order to test the proposed model, a path analysis was performed. Two linear regression analyses were conducted with respectively motivation and job satisfaction as dependent variables. Based on these regression analyses, all the direct path coefficients were determined leading to the results for H1 – H3, H5, and H6. Thereafter, the indirect (mediation) effects were calculated (H4 and H7). In order to determine whether H4 and H7 were significant, Sobel tests were performed. Finally, the tracing rule was used to determine the total effect of the exogenous variables (OFTP and PSS) on the endogenous variables (Motivation and Job Satisfaction). Garson (2013) defines the tracing rule as follows: “An indirect path cannot enter and exit on an arrowhead. This means that you cannot have a direct path composed of the paths of two correlated variables” (p. 7).

Results

Table 2 displays the descriptive statistics and correlations of the variables of the conceptual model and the control variables. Not all the correlations were found to be significant. OFTP is negatively related to age ($r = -.60, p < 0.01$), which means that younger people experience more OFTP, and vice versa. Furthermore, PSS and job satisfaction are positively related ($r = .60, p < 0.01$) implying that the more PSS one experiences, the more satisfied one is with one's job, and the other way around. PSS is also positively related to motivation ($r = .31, p < 0.01$) meaning that higher levels of PSS lead to an increase in motivation, and vice versa. Lastly, job satisfaction and motivation are positively related as well ($r = .44, p < 0.01$) implying that being motivated increases job satisfaction, and the other way around.

Table 2

Means, Standard Deviations, and Correlations

	M	SD	1	2	3	4	5	6	7	8
1. OFTP	3.55	.82	1							
2. PSS	5.16	.84	.11	1						
3. Job Satisfaction	3.79	.54	.06	.60**	1					
4. Motivation	4.52	.90	.06	.31**	.44**	1				
5. Gender			.01	.01	-.05	-.11	1			
6. Age			-.60**	-.03	.15*	.09	-.13	1		
7. Education level	4.05	.87	.11	.03	.04	.10	-.05	-.06	1	
8. Employment status	1.41	.49	.35**	.10	-.12	-.14*	.13	-.52**	-.06	1

Note: $N = 212$.

Note: OFTP and Job Satisfaction were scored between one and five, where five implied, respectively, experiencing high levels of OFTP and being very satisfied with the job.

Note: PSS and Motivation were scored between one and seven, where seven implied, respectively, experiencing high levels of PSS and being very motivated for the job.

Note: Descriptive statistics of Age and Gender can be found in Table 1.

* $p < 0.05$ (two-tailed) ** $p < 0.01$ (two-tailed).

In order to determine the effects on job satisfaction and motivation, a path analysis was conducted. Gender and education did not show any significant correlation with any of the other variables, and therefore they have not been used in the analysis. First, two regression analyses were performed with age and employment status with, respectively, motivation and job satisfaction as dependent variables. This resulted in no significant coefficients, hence, the control variables do not explain any variance in motivation and job satisfaction. Second, regression analyses have been performed with the main variables. The results of the regression analysis on motivation can be found in Table 3. The results of the regression analysis on job satisfaction can be found in Table 4. After performing the regression analyses, the direct effects, also known as path coefficients, were known. In addition, the regression analyses also showed the explained variance of OFTP and PSS on motivation ($R^2 = .097$), as well as the explained variance of OFTP, PSS, and motivation on job satisfaction ($R^2 = .428$). The indirect, as well as the non-causal effects, were calculated. The indirect effects, which are the mediation effects, were checked for significance using the Sobel test. According to the tracing rule, the total effects of OFTP on job satisfaction ($r = .06, p > 0.05$) and the total effects of PSS on job satisfaction ($r = .60, p < 0.001$) were calculated. Specifications can be found in the data package.

The first hypothesis tested whether OFTP and job satisfaction were positively related. As shown in Table 4, this relationship was found insignificant ($b = -.01, SD = .04, p > .05$). Therefore, this hypothesis was not supported.

The second hypothesis stated a positive relationship between OFTP and motivation. This relationship was not significant ($b = .03$, $SD = .07$, $p > .05$), as shown in Table 3. Hence, this hypothesis was not supported as well.

The third hypothesis proposed a positive relationship between motivation and job satisfaction. As displayed in Table 4, a positive significant relationship has been found ($b = .17$, $SD = .03$, $p < .001$). Thus, whenever one is motivated, one is also more satisfied with one's job. Consequently, the third hypothesis was supported.

The fourth hypothesis tested whether the relationship between OFTP and job satisfaction is partially mediated by motivation. This indirect effect has been calculated resulting in $r = .01$. After performing a Sobel test to check for significance, this effect turned out to be not significant ($p > .05$). Accordingly, the fourth hypothesis was not supported.

The fifth hypothesis stated a positive relationship between PSS and job satisfaction. As shown in Table 4, a positive significant effect has been found ($b = .33$, $SD = .04$, $p < .001$). Hence, whenever an employee experiences high levels of PSS, the employee is more satisfied with his or her job. Consequently, the fifth hypothesis has been supported.

The sixth hypothesis proposed a positive relationship between PSS and motivation. Table 3 displays a positive and significant effect ($b = .33$, $SD = .07$, $p < .001$). This implies that whenever one experiences high levels of PSS, one feels more motivated. Hence, the sixth hypothesis was supported as well.

The seventh and final hypothesis tested whether motivation partially mediates the relationship between PSS and job satisfaction. The indirect effect has been calculated which resulted in $r = .09$. After performing a Sobel test, this effect turned out to be significant ($p < .001$). Hence, motivation does partially mediate the relationship between PSS and job satisfaction. Concludingly, the seventh hypothesis has been supported.

Table 3*Regression analysis of Motivation*

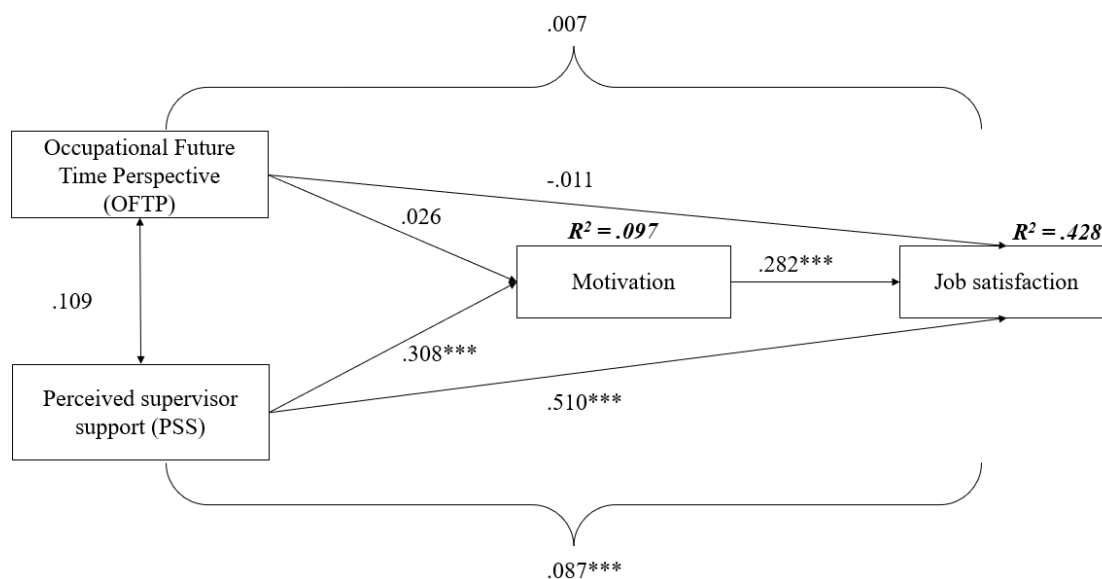
Variable	B	SE	p
Constant			<.001
OFTP	.03	.07	.698
PSS	.30	.07	<.001
		<i>df1</i>	<i>df2</i>
F	11.28	2.00	209.00
R ²	.10	2.00	209.00

Note. *N* = 212.

Table 4*Regression analysis of Job Satisfaction*

Variable	B	SE	p
Constant			<.001
OFTP	-.01	.04	.842
PSS	.51	.04	<.001
Motivation	.28	.03	<.001
		<i>df1</i>	<i>df2</i>
F	51.85	3.00	208.00
R ²	.43	3.00	208.00

Note. *N* = 212.

Figure 2*Summary of the findings*

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

Discussion

This study has been conducted to examine whether motivation mediates the relationships between OFTP and job satisfaction, and PSS and job satisfaction. Those relationships had not been studied before and are relevant since job satisfaction, amongst other positive effects, enhances organizational performance (Lee & Raschke, 2016; Ouedraogo, 2013; Wood et al., 2012). In order to examine the research question, data were collected from multiple organizations resulting in a sample size of $N = 212$. Consequently, SPSS was used to perform two regression analyses which provided the path coefficients whereafter a path analysis was performed. The results indicated that OFTP is not related to motivation and job satisfaction, and neither does motivation mediate the relationship between OFTP and job satisfaction. However, PSS and motivation, as well as PSS and job satisfaction, and motivation and job satisfaction are positively related. Moreover, motivation does partially mediate the relationship

between PSS and job satisfaction. Further interpretations, both theoretical and practical implications, limitations, and suggestions for future research will be discussed.

Interpretation of the Results and Theoretical Implications

The first hypothesis in this study proposed a positive relationship between OFTP and job satisfaction. However, the effect turned out to be not significant. This finding is contrary to the expectations of the COR theory. The COR theory assumes that the more resources one has, the less stress one experiences, and accordingly, the fewer resources one has, the more stress one experiences (Hobfoll, 2001). However, it might be possible that the participants of this study did not see OFTP as a resource but rather as a demand. Even though several studies classify OFTP as a resource (Hobfoll, 2001; Rudolph et al., 2018), individuals might experience OFTP as a demand since they feel pressure to perform and use their opportunities, or they might be discouraged by the long time they still have to work (De Jonge et al., 1999). Another explanation would be that participants experience high levels of stress, and thus OFTP as a resource is not enough, implying that more resources are needed to enhance job satisfaction.

The second hypothesis proposed a positive relationship between OFTP and motivation and was not supported as well. This opposes COR theory, which is a motivational theory, and implies that people are motivated by resources (Hobfoll, 2001). A possible explanation might be that the participants did not have a lot of autonomy within their job. This can be contributed to the fact that the majority of the sample is still under the age of 27 and is thus at the start of their career, or that the majority of the sample fulfils a relatively simple job. According to the COR theory, more resourceful work contexts are found in jobs that are complex and consist of high levels of autonomy (Rudolph et al., 2018). When individuals do not experience a lot of resources, they are thus not motivated (Hobfoll, 2001). In addition, several studies described that the loss of resources predicted motivation to cope with disasters the best (Freedy et al., 1994; Freedy et al., 1992). This implies that lower levels of resources might, unlike the

expectations, actually increase motivation. The above provides different reasons why a non-significant result between OFTP and motivation was found. To confirm which one is the most accurate, more research is needed. However, in terms of theoretical implications, based on the outcomes of H1 and H2, it is implied that OFTP cannot function on its own as a resource within the COR theory.

The third hypothesis suggested a positive relationship between motivation and job satisfaction and has been supported. This is in line with the findings of several studies (Ayub & Rafif, 2011; Bishay, 1996; Putra et al., 2017; Shah et al., 2012), and the COR theory, which suggests that more resources motivate individuals and consequently make individuals happier and more satisfied (Hobfoll, 2001). This paper, therefore, adds to the current literature and strengthens previous research.

The fourth hypothesis combined the aforementioned relationships and suggested that motivation partially mediates the relationship between OFTP and job satisfaction. However, this hypothesis turned out to be insignificant. Since hypothesis one, proposing a positive relationship between OFTP and job satisfaction, as well as hypothesis two, proposing a positive relationship between OFTP and motivation, were not supported, this seems logical. There seems to be no relationship between OFTP and job satisfaction whatsoever. As argued before, this might be caused by OFTP being acknowledged as a demand rather than as a resource. Another cause could be that stress was not taken into account, since, according to the COR theory, high levels of stress can decrease job satisfaction (Hobfoll, 2001). However, the literature only provides support for positive relationships between OFTP and job satisfaction (Henry et al., 2017; Rudolph et al., 2018; Weikamp and Göritz, 2016). Therefore, further research is needed to explore this result.

The fifth hypothesis proposed a positive relationship between PSS and job satisfaction, which has been supported. According to the COR theory, a healthy relationship between leader and member can be considered a resource. Consequently, more resources result in higher levels of job satisfaction (Hobfoll, 2001). Likewise, Dhir et al., (2020) and Eschleman (2011) concluded a positive relationship between PSS and job satisfaction as well. This finding contributes theoretically since it gained additional support for the relation between PSS and job satisfaction. Moreover, the COR theory can be used in this relationship, which implies PSS can be considered a resource.

The sixth hypothesis suggested a positive relationship between PSS and motivation, which has been supported as well. According to the COR theory, support can be described as a resource, which helps to increase motivation (Hobfoll, 2001). Regarding theoretical implications, this finding adds to the study of Barbuto and Gifford (2012) that PSS and motivation are positively related. In addition, the COR theory explains this relation, suggesting that PSS can be recognized as a resource.

The seventh hypothesis proposed a partial mediating effect of motivation on the relationship between PSS and job satisfaction. This hypothesis has been supported as well. Since the positive relationships between PSS and job satisfaction, PSS and motivation, and motivation and job satisfaction were expected, a mediating effect was expected too. All those positive relationships suggest a mediating effect as well, which turned out to be correct. The mediating effect of motivation on the relationship between PSS and job satisfaction has not been studied before. Thus, this finding is an important theoretical contribution, since it fills a research gap. Moreover, the COR theory turns out to work accurately within this relationship.

Practical Implications

In terms of practical implications, this study demonstrates that, in order to create and maintain motivated and satisfied employees, PSS is important. HR practitioners could use this finding by supporting and guiding supervisors to be supportive of their team members. Moreover, supervisors could be provided a workshop in which they are taught how to support their team members. Consequently, supervisors are more capable of being supportive toward their team members which will increase both employees' motivation and job satisfaction. HR can fulfil the role of being available for any questions, struggles, or cases supervisors or employees face. By doing so, it is expected that employees will experience more resources (e.g., help with tasks at work, necessary tools for work), and thus, according to the COR theory, experience less stress and more motivation and job satisfaction (Hobfoll, 2001).

Another suggestion might be to invite employees to participate in a workshop in which they learn what motivates them or encourage them to fill in an anonymous survey to discover employees' motivators. When the motivators of employees are known, the employee, supervisor, HR practitioner, or even all three, can act upon those motivators and consequently increase job satisfaction. Increasing PSS will lead to an increase in both motivation and job satisfaction which subsequently will increase organizational performance (Lee & Raschke, 2016; Ouedraogo, 2013; Wood et al., 2012).

Limitations and Future Research

This study has several limitations. First, while studying the mediating effect between OFTP and job satisfaction, and PSS and job satisfaction, only one mechanism was taken into account, namely motivation. However, chances are high that other mechanisms influence the aforementioned relationships as well. Within COR theory, Hobfoll (2001) proposed other resources which could help to avoid stress, such as levels of burn-out, levels of stress, personal reasons such as the health of closed ones, and also financial reasons. According to COR theory, individuals should replenish resources to avoid stress (Hobfoll, 2001). Perhaps, a certain set of

resources might be crucial in order to keep stress levels low. Hence, whenever an individual is missing out on some important resources, stress might occur followed by job dissatisfaction. Therefore, it is recommended for future research to look into other resources that are used as mechanisms to explore whether more or other mechanisms than motivation contribute to the relationships between OFTP and job satisfaction, and PSS and job satisfaction. One specific resource to look into would be feeling independent in the work context, which can be described as autonomy at work. Autonomy would be interesting to explore since Rudolph et al. (2018) concluded that autonomous jobs are more likely to experience a work context rich in resources. Hence, autonomy has the potential to be the mechanism that explains the relationships between OFTP and job satisfaction.

Second, the COR theory advocates that the more resources one has, the less stress and consequently more job satisfaction one has (Hobfoll, 2001). However, during this study, participants' levels of stress were not taken into account. Even though according to the COR theory, stress will not be present when there are enough resources, it might be useful to control for stress. This might point out that some individuals are more stressed than others since they value certain resources less than others. Since this effect is unknown, it is recommended to add stress as a (control) variable in future studies which explore the relations between OFTP and motivation, and OFTP and job satisfaction to explore the potential effects stress might have on the current hypotheses.

Third, some methodical limitations could be improved during future research. This study contained a cross-sectional design, which measures variables at one point at time (Caruana et al., 2015). Another research design that could be used is a longitudinal study, in which multiple measures are conducted at different moments in time (Caruana et al., 2015). Due to the repeated measures, a longitudinal study is more valid to explore causal effects (Caruana et al., 2015; Rindfleisch et al., 2008). Consequently, this study cannot make any

assumptions about causal effects, merely about correlations. It might be interesting to perform a longitudinal study to determine the direction of the founded correlations. Moreover, the questionnaire was mainly distributed in the Dutch workforce, however, the questionnaire was only available in English. The English level of the participants is unknown, and therefore it is unsure whether every participant understood the questions correctly. Perhaps adding more language options to the questionnaire might ease the interpretation of the questions. Moreover, this might make it more appealing for a diverse sample to fill in the questionnaire and hence lead to a more diverse and larger sample.

Additionally, there are some other recommendations for future research. It is recommended to further explore the specific practices of PSS which increase motivation and job satisfaction. On top of that, it would be beneficial to explore specific practices to increase motivation as well. By examining specific interventions, HR practitioners will be guided by which interventions lead to which result. Additionally, HR practitioners can determine which interventions they would like to implement in their organization and provide the supervisors of their organization with specific tools. Consequently, the organization will be able to increase PSS and motivation and thus job satisfaction.

Conclusion

This study aimed to answer the research question of whether OFTP and PSS affect job satisfaction and if motivation mediates those relationships. It was uncovered that creating and maintaining both motivation and job satisfaction remains important to ensure organizational performance. After performing a path analysis, it turned out that OFTP does not have any effect on both motivation and job satisfaction. However, in case of high levels of PSS, motivation, as well as job satisfaction, can be increased. This provides practical contributions to HR

practitioners to emphasize PSS within organizations by guiding and supporting both supervisors and employees. Moreover, motivation mediates the relationship between PSS and job satisfaction, which has not been studied before and is, therefore, a theoretical contribution filling a literature gap. For future research, it is suggested to look into potential other mechanisms which might explain the relationships between OFTP, motivation, and job satisfaction while considering individuals' stress levels.

References

- Abdi, H., & Williams, L. J. (2010). Principal component analysis. *Wiley Interdisciplinary Reviews: Computational Statistics*, 2(4), 433-459. <https://doi.org/10.1002/wics.101>
- Akkermans, J., de Lange, A. H., van der Heijden, B. I., Kooij, D. T., Jansen, P. G., & Dijkers, J. S. (2016). What about time? Examining chronological and subjective age and their relation to work motivation. *Career Development International*, 21(4), 419-439. <https://doi.org/10.1108/CDI-04-2016-0063>
- Ayub, N., & Rafif, S. (2011). The relationship between work motivation and job satisfaction. *Pakistan Business Review*, 13(2), 332-347.
- Babin, B. J., & Boles, J. S. (1996). The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *Journal of Retailing*, 72(1), 57-75. [https://doi.org/10.1016/S0022-4359\(96\)90005-6](https://doi.org/10.1016/S0022-4359(96)90005-6)
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274-284. <https://doi.org/10.1037/0022-0663.99.2.274>
- Barbuto, J. E., & Gifford, G. T. (2012). Motivation and leader-member exchange: Evidence counter to similarity attraction theory. *International Journal of Leadership Studies*, 7(1), 18-28.
- Bemana, S., Moradi, H., Ghasemi, M., Taghavi, S. M., & Ghayoor, A. H. (2013). The relationship among job stress and job satisfaction in municipality personnel in Iran. *World Applied Sciences Journal*, 22(2), 233-238. <https://doi.org/10.5829/idosi.wasj.2013.22.02.3640>

- Bernerth, J. B., & Aguinis, H. (2016). A critical review and best-practice recommendations for control variable usage. *Personnel Psychology*, *69*(1), 229-283. <https://doi.org/10.1111/peps.12103>
- Bishay, A. (1996). Teacher motivation and job satisfaction: A study employing the experience sampling method. *Journal of Undergraduate Sciences*, *3*(3), 147-155.
- Brynjolfsson, E., Horton, J. J., Ozimek, A., Rock, D., Sharma, G., & TuYe, H. Y. (2020). *COVID-19 and remote work: an early look at US data* (No. w27344). National Bureau of Economic Research. <https://doi.org/10.3386/w27344>
- Carstensen, L. L., & Lang, F. R. (1996). Future Time Perspective Scale. Unpublished manuscript, Stanford University.
- Caruana, E. J., Roman, M., Hernández-Sánchez, J., & Solli, P. (2015). Longitudinal studies. *Journal of Thoracic Disease*, *7*(11), E537-E540. <https://doi.org/10.3978/j.issn.2072-1439.2015.10.63>
- Davidson, H. (2020, July 1). *First Covid-19 case happened in November, China government records show - report*. The Guardian. Retrieved 9 December 2021, from <https://www.theguardian.com/world/2020/mar/13/first-covid-19-case-happened-in-november-china-government-records-show-report>
- De Jonge, J., Mulder, M. J., & Nijhuis, F. J. (1999). The incorporation of different demand concepts in the job demand-control model: effects on health care professionals. *Social Science & Medicine*, *48*(9), 1149-1160. [https://doi.org/10.1016/S0277-9536\(98\)00429-8](https://doi.org/10.1016/S0277-9536(98)00429-8)
- Dhir, S., Dutta, T., & Ghosh, P. (2020). Linking employee loyalty with job satisfaction using PLS–SEM modelling. *Personnel Review* *49*(8), 1695-1711. <https://doi.org/10.1108/PR-03-2019-0107>

- Du Plessis, L. (2010). *The relationship between perceived talent management practices, perceived organizational support (POS), perceived supervisor support (PSS) and intention to quit amongst Generation Y employees in the recruitment sector* (Doctoral dissertation, University of Pretoria).
- Eschleman, K. (2011). The effects of causal attributions on subordinate responses to supervisor support.
- Feng, Z., & Savani, K. (2020). Covid-19 created a gender gap in perceived work productivity and job satisfaction: implications for dual-career parents working from home. *Gender in Management: An International Journal*, 35(7/8), 719-736. <https://doi.org/10.1108/GM-07-2020-0202>
- Freedly, J.R., Saladin, M.E., Kilpatrick, D.G., Resnick, H.S., & Saunders, B.E. (1994). Understanding acute psychological distress following natural disaster. *Journal of Traumatic Stress*, 7(2), 257-273. <https://doi.org/10.1002/jts.2490070207>
- Freedly, J., Shaw, D., Jarrell, M., & Masters, C. (1992). Toward an understanding of the psychological impact of natural disasters: An application of the Conservation of Resources stress model. *Journal of Traumatic Stress*, 5(3), 441-454. <https://doi.org/10.1002/jts.2490050308>
- Gagnon, M. A., & Michael, J. H. (2004). Outcomes of perceived supervisor support for wood production employees. *Forest Products Journal*, 54(12), 172-177.
- Garson, G. D. (2013). *Path analysis*. Asheboro, NC: Statistical Associates Publishing.
- Ghosh, D., & Vogt, A. (2012). Outliers: An evaluation of methodologies. In *Joint Statistical Meetings* (2012).
- Griffin, M. A., Patterson, M. G., & West, M. A. (2001). Job satisfaction and teamwork: The role of supervisor support. *Journal of Organizational Behavior: The International*

- Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 22(5), 537-550. <https://doi.org/10.1002/job.101>
- Grunfeld, E., Whelan, T. J., Zitzelsberger, L., Willan, A. R., Montesanto, B., & Evans, W. K. (2000). Cancer care workers in Ontario: prevalence of burnout, job stress and job satisfaction. *Cmaj*, 163(2), 166-169.
- Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “COR” understanding the role of resources in conservation of resources theory. *Journal of Management*, 40(5), 1334-1364. <https://doi.org/10.1177/0149206314527130>
- Harrington, J. R., & Lee, J. H. (2014). What Drives Perceived Fairness of Performance Appraisal? Exploring the Effects of Psychological Contract Fulfillment on Employees' Perceived Fairness of Performance Appraisal in U.S. Federal Agencies. *Public Personnel Management*, 44(2), 214–238. <https://doi.org/10.1177/0091026014564071>
- Henry, H., Zacher, H., & Desmette, D. (2017). Future time perspective in the work context: A systematic review of quantitative studies. *Frontiers in Psychology*, 8(413), 1-22. <https://doi.org/10.3389/fpsyg.2017.00413>
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, 50(3), 337-421. <https://doi.org/10.1111/1464-0597.00062>
- Humphreys, J. H., & Einstein, W. O. (2004). Leadership and temperament congruence: Extending the expectancy model of work motivation. *Journal of Leadership & Organizational Studies*, 10(4), 58-79. <https://doi.org/10.1177/107179190401000405>
- Janssen, O. (2005). The joint impact of perceived influence and supervisor supportiveness on employee innovative behaviour. *Journal of Occupational and Organizational Psychology*, 78(4), 573-579. <https://doi.org/10.1348/096317905X25823>

- Kang, H. (2013). The prevention and handling of the missing data. *Korean Journal of Anesthesiology*, 64(5), 402. <https://doi.org/10.4097/kjae.2013.64.5.402>
- Karniol, R., & Ross, M. (1996). The motivational impact of temporal focus: Thinking about the future and the past. *Annual Review of Psychology*, 47(1), 593-620. <https://doi.org/10.1146/annurev.psych.47.1.593>
- Khamisa, N., Oldenburg, B., Peltzer, K., & Ilic, D. (2015). Work related stress, burnout, job satisfaction and general health of nurses. *International Journal of Environmental Research and Public Health*, 12(1), 652-666. <https://doi.org/10.3390/ijerph120100652>
- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and Psychological Measurement*, 48(4), 1075-1079.
- Lee, M. T., & Raschke, R. L. (2016). Understanding employee motivation and organizational performance: Arguments for a set-theoretic approach. *Journal of Innovation & Knowledge*, 1(3), 162-169. <https://doi.org/10.1177/0013164488484024>
- Li, H., Zuo, M., Gelb, A. W., Zhang, B., Zhao, X., Yao, D., ... & Huang, Y. (2018). Chinese anesthesiologists have high burnout and low job satisfaction: a cross-sectional survey. *Anesthesia & Analgesia*, 126(3), 1004-1012. <https://doi.org/10.1213/ANE.0000000000002776>
- Locke, E. A. (1969). What is job satisfaction?. *Organizational Behavior and Human Performance*, 4(4), 309-336. [https://doi.org/10.1016/0030-5073\(69\)90013-0](https://doi.org/10.1016/0030-5073(69)90013-0)
- Luchetti, M., Lee, J. H., Aschwanden, D., Sesker, A., Strickhouser, J. E., Terracciano, A., & Sutin, A. R. (2020). The trajectory of loneliness in response to COVID-19. *American Psychologist*, 75(7), 897-908. <https://doi.org/10.1037/amp0000690>
- Macdonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and its correlates. *Employee Assistance Quarterly*, 13(2), 1-16. https://doi.org/10.1300/J022v13n02_01

- Maertz Jr, C. P., Griffeth, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 28(8), 1059-1075. <https://doi.org/10.1002/job.472>
- Newman, D. A. (2014). Missing data: Five practical guidelines. *Organizational Research Methods*, 17(4), 372-411. <https://doi.org/10.1177%2F1094428114548590>
- Newman, S. A., & Ford, R. C. (2021). Five Steps to Leading Your Team in the Virtual COVID-19 Workplace. *Organizational Dynamics*, 50(1), 1-11. <https://doi.org/10.1016/j.orgdyn.2020.100802>
- Nunnally, J. C. (1994). *Psychometric Theory*. McGraw-Hill Education.
- Oettingen, G., & Mayer, D. (2002). The motivating function of thinking about the future: expectations versus fantasies. *Journal of Personality and Social Psychology*, 83(5), 1198–1212. <https://doi.org/10.1037/0022-3514.83.5.1198>
- Ouedraogo, A., & Leclerc, A. (2013). Job satisfaction and organizational performance: Evidence from Canadian Credit Union. *Journal of Organizational Culture, Communications and Conflict*, 17(1), 35. <https://doi.org/1370702591>
- Putra, E. D., Cho, S., & Liu, J. (2017). Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. *Tourism and Hospitality Research*, 17(2), 228-241. <https://doi.org/10.1177/1467358415613393>
- Rindfleisch, A., Malter, A. J., Ganesan, S., & Moorman, C. (2008). Cross-sectional versus longitudinal survey research: Concepts, findings, and guidelines. *Journal of Marketing Research*, 45(3), 261-279. <https://doi.org/10.1509/jmkr.45.3.261>

- Reinhardt, J. P. (2001). Effects of positive and negative support received and provided on adaptation to chronic visual impairment. *Applied Developmental Science, 5*(2), 76-85. https://doi.org/10.1207/S1532480XADS0502_3
- Rudolph, C. W., Kooij, D. T., Rauvola, R. S., & Zacher, H. (2018). Occupational future time perspective: A meta-analysis of antecedents and outcomes. *Journal of Organizational Behavior, 39*(2), 229-248. <https://doi.org/10.1002/job.2264>
- Said, R. M., & El-Shafei, D. A. (2021). Occupational stress, job satisfaction, and intent to leave: nurses working on front lines during COVID-19 pandemic in Zagazig City, Egypt. *Environmental Science and Pollution Research, 28*(7), 8791-8801. <https://doi.org/10.1007/s11356-020-11235-8>
- Saraswathi, D. (2011). A study on factors that motivate IT and non-IT sector employees: A comparison. *International Journal of Research in Computer Application and Management, 1*(2), 72-77.
- Schmitt, A., Zacher, H., & de Lange, A. H. (2013). Focus on opportunities as a boundary condition of the relationship between job control and work engagement: A multi-sample, multi-method study. *European Journal of Work and Organizational Psychology, 22*(5), 505-519. <https://doi.org/10.1080/1359432X.2012.698055>
- Shah, M. J., Akhtar, G., Zafar, H., & Riaz, A. (2012). Job satisfaction and motivation of teachers of public educational institutions. *International Journal of Business and Social Science, 3*(8), 271- 281, 105-111.
- Singh, J. K., & Jain, M. (2013). A study of employees' job satisfaction and its impact on their performance. *Journal of Indian research, 1*(4).
- Smit, W., Stanz, K., & Bussin, M. (2015). Retention preferences and the relationship between total rewards, perceived organisational support and perceived supervisor support. *SA*

Journal of Human Resource Management, 13(1), 1-13.

<https://doi.org/10.4102/sajhrm.v13i1.665>

Thomas, D. C., & Au, K. (2002). The effect of cultural differences on behavioral responses to low job satisfaction. *Journal of International Business Studies*, 33(2), 309-326.
<https://doi.org/10.1057/palgrave.jibs.8491018>

Tovmasyan, G., & Minasyan, D. (2020). The Impact of Motivation on Work Efficiency for Both Employers and Employees also During COVID-19 Pandemic: Case Study from Armenia. *Business Ethics and Leadership*, 4(3), 25-35.
[https://doi.org/10.21272/bel.4\(3\).25-35.2020](https://doi.org/10.21272/bel.4(3).25-35.2020)

Tremblay, M. A., Blanchard, C. M., Taylor, S., Pelletier, L. G., & Villeneuve, M. (2009). Work Extrinsic and Intrinsic Motivation Scale: Its value for organizational psychology research. *Canadian Journal of Behavioural Science/Revue Canadienne des Sciences du Comportement*, 41(4), 213. <https://doi.org/10.1037/a0015167>

Van Woerkom, M., & Kroon, B. (2020). The effect of strengths-based performance appraisal on perceived supervisor support and the motivation to improve performance. *Frontiers in Psychology*, 11, 1883. <https://doi.org/10.3389/fpsyg.2020.01883>

Weikamp, J. G., & Göritz, A. S. (2016). Organizational citizenship behaviour and job satisfaction: The impact of occupational future time perspective. *Human Relations*, 69(11), 2091-2115. <https://doi.org/10.1177/0018726716633512>

Wolor, C. W., Susita, D., & Martono, S. (2020). How to Maintain Employee Motivation Amid The Covid-19 Virus Pandemic. *International Journal of Economics & Business Administration (IJEBA)*, 8(4), 78-86.

Wood, S., Van Veldhoven, M., Croon, M., & de Menezes, L. M. (2012). Enriched job design, high involvement management and organizational performance: The mediating roles of

job satisfaction and well-being. *Human relations*, 65(4), 419-445.

<https://doi.org/10.1177/0018726711432476>

Yeh, H. J. (2015). Job demands, job resources, and job satisfaction in East Asia. *Social*

Indicators Research, 121(1), 47-60. <https://doi.org/10.1007/s11205-014-0631-9>

Zacher, H. (2013). Older job seekers' job search intensity: The interplay of proactive

personality, age and occupational future time perspective. *Ageing & Society*, 33(7),

1139-1166. <https://doi.org/10.1017/S0144686X12000451>

Zacher, H., & Frese, M. (2009). Remaining time and opportunities at work:

Relationships between age, work characteristics, and occupational future time

perspective. *Psychology and Aging*, 24, 487–493. <https://doi.org/10.1037/a0015425>

Appendix: Overview of the scales and items

Table A

Control variables/demographics

Question	Answer options
What is your age?	<input type="radio"/> 18-27 <input type="radio"/> 28-37 <input type="radio"/> 38-47 <input type="radio"/> 48-57 <input type="radio"/> 58-67 <input type="radio"/> 68 years or older
What is your gender?	<input type="radio"/> Female <input type="radio"/> Male <input type="radio"/> Non-binary <input type="radio"/> Transgender <input type="radio"/> Other <input type="radio"/> Prefer not to say
What is the highest level of education you have completed?	<input type="radio"/> Primary Education <input type="radio"/> Lower Vocational Education <input type="radio"/> General Secondary Education <input type="radio"/> Bachelor's or Equivalent Level <input type="radio"/> Master's or Equivalent Level <input type="radio"/> Doctoral or Equivalent Level
What is the nature of your contract?	<input type="radio"/> Temporary contract (including fixed-term contracts, contracts via a temporary work agency, trial contracts, internships, consultants/interims) <input type="radio"/> Permanent contract

Table B

Items per OFTP dimension (Zacher, 2013)

Scale and item
<i>Perceived remaining time</i>
1. Most of my occupational life lies ahead of me.
2. My occupational future seems infinite to me.
3. There is plenty of time left in my occupational life to make new plans.

Focus on opportunities

4. Many opportunities await me in my occupational future.
5. My occupational future is filled with possibilities.
6. I expect that I will set many new goals in my occupational future.

Focus on limitations

7. I have the sense that my occupational time is running out.
8. As I get older, I begin to experience time in my occupational future as limited.

Reversed items: 7, 8.

Table C*Items for Job Satisfaction (Macdonald & McIntyre, 1997)*

Scale and item
1. I receive recognition for a job well done.
2. I feel close to the people at work.
3. I feel good about working at this company.
4. I feel secure about my job.
5. I believe management is concerned about me.
6. On the whole, I believe work is good for my physical health.
7. My wages are good.
8. All my talents and skills are used at work.
9. I get along with my supervisors.
10. I feel good about my job.

Table D*Items per Motivation dimension (Tremblay et al., 2009)*

Using the scale below, please indicate to what extent each of the following items corresponds to the reasons why you are presently involved in your work.

Scale and item
<i>Intrinsic motivation</i>
1. Because I derive much pleasure from learning new things.
2. For the satisfaction I experience from taking on interesting challenges.
3. For the satisfaction I experience when I am successful at doing difficult tasks.

Integrated regulation

4. Because it has become a fundamental part of who I am.
5. Because it is part of the way in which I have chosen to live my life.
6. Because this job is a part of my life.

Identified regulation

7. Because this is the type of work I chose to do to attain a certain lifestyle.
8. Because I chose this type of work to attain my career goals.
9. Because it is the type of work I have chosen to attain certain important objectives.

Introjected regulation

10. Because I want to succeed at this job, if not I would be very ashamed of myself.
11. Because I want to be very good at this work, otherwise I would be very disappointed.
12. Because I want to be a “winner” in life.

External regulation

13. For the income it provides me.
 14. Because it allows me to earn money.
 15. Because this type of work provides me with security.
-

Table E*Items for Perceived Supervisor Support (Du Plessis, 2010)*

Scale and item
1. My supervisor values my contribution to its well-being.
2. My supervisor fails to appreciate any extra effort from me.
3. My supervisor would ignore any complaint from me.
4. My supervisor really cares about my well-being.
5. Even if I did the best job possible, my supervisor would fail to notice.
6. My supervisor cares about my general satisfaction at work.
7. My supervisor shows very little concern for me.
8. My supervisor takes pride in my accomplishments at work.

Reversed items: 2, 3, 5, 7, 8.