

**Impact of Family Support and Supervisory Support on E-Professional
Employees' Job Satisfaction**



Submitted by

HINA MALIK

Dr. Muhammad Ajmal

NATIONAL INSTITUTE OF PSYCHOLOGY

Center of Excellence

QUAID-I-AZAM UNIVERSITY

Islamabad, Pakistan

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A Research Report submitted in
Partial fulfillment of the requirements of
The Degree of Masters of Science in Psychology

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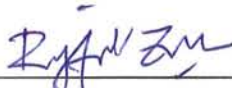
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By

Hina Malik

Approved By



**(Ms. Riffat Zahir)
Supervisor**



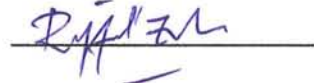
**(Dr. Uzma Masroor)
External Examiner**



**(Prof. Dr. Anila Kamal)
Director, NIP**

Certificate

This is to certify M.Sc. research report “Impact of Family Support and Supervisory Support on E-professional Employees’ Job Satisfaction” prepared by Hina Malik has been approved for submission to the National Institute of Psychology, Qaid-e-Azam University, Islamabad.



Ms. Riffat Zahir

(Supervisor)

Dedicated to

My adorable parents, my younger sister and my life my daughter;

Who are the symbols of pride and biggest support of my life

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Abstract

Using correlation design, the present research endeavored to explore relationship between family support and supervisory support on E-professional employees' job satisfaction. This study hypothesized that family support on supervisory support would predict E-professional employees' job satisfaction. Using convenient sampling, 200 E-professionals working in Islamabad telecommunication company with an age of 21-50 ($M=29.60$, $SD=6.028$) and with at least one year of job experience were approached. Family Support Scale (Baruch-Feldman, 2002). Supervisory Support Scale (Eisenberger, 1986) and Job satisfaction Scale (Oldham & Hackman, 1975) were employed to in the current research. The findings revealed positive and significant correlation between study variables i.e. family support, supervisory support and job satisfaction with both family support and supervisory support emerged as significant predictors of job satisfaction. Furthermore, no significant differences were found on study variables when respondents were compared on the type of family (joint versus nuclear) through a t-test significant mean differences were revealed on descriptive analyses when respondents' scores on the study variables were compared on demographics of gender and marital status.

INTRODUCTION

Chapter I

Introduction

Employees, alongside organizational benefits and profitability, have remained pivotal to corporate sector all around the world because the functionality of industrial corporations depends mainly on workers. In this regards, employees' concerns have gained enormous significance in academic researches and evoked numerous discussions. These discussions range from employees' subjective feelings, perceptions, behavioral tendencies, motivations and wellbeing. Employees' oriented approach is taken to be important in order to give value to the concerns of workers which in return enhances business profitability. It is suggested for successful enterprises to take into account workers' subjective feelings of satisfaction (Nichols, Swenberg & Bright, 2016). Contemporary researches are abounding in evaluating employees' job satisfaction which is a consequential result of multitudinous factors impacting workers' *subjective feelings*. These factors range from better salaries, work environment, facilities to interpersonal relations. Additionally, supervisors' behavior (McClellan, Burris & Detert, 2013) and family support (Russo & Buonocore, 2013) are determinant factors to employees' performance and satisfaction.

Global consideration of phenomena, related to job satisfaction of employees, is recognized not only in industrial sector but also in academic research. All inclusive consideration of job satisfaction has resulted in invoking numerous theories, definitions and measurement scales to encompass employees' emotions and behaviors in organizational setup. Furthermore, employees' job satisfaction is, conventionally, recognized as a result of demand model control and workplace stress but supervisor support and family support are also important factors that bring about job satisfaction (Mahmoud, 2008). Regardless of this, these components are imperative as they impact employees' job satisfaction while addressing their concerns in relation to family and organization (Scandura, & Lankau, 1997). The analysis of job satisfaction is pivotal for reducing psychosocial risks and enhances positive feeling in employees. Numerous researches seek various factors that are responsible for psychological feelings of satisfaction as impacted by support from various social groups. This study took family support and supervisor support as factors responsible for giving rise to job satisfaction.

Family support, along with supervisory support, is also crucial to job satisfaction. Employees' expectation to receive or perceive family and supervisory support positively influences job satisfaction in organizational sphere which results in or accelerates workers' quality of life. Thus, it facilitates them to achieve their goals through satisfactory job (Grzywacz & Marks, 2000).

Support from social groups (family, relative etc.) is also crucial for job satisfaction as it brings significant impact on performance. Alongside other social groups, family impacts jobs satisfaction more significantly. Adequate support from social groups can upgrade prosperity (Cohen, 1985). Employees can show signs of improvement in their work execution because high social support or help from supervisors impacts positively in enhancing job satisfaction. Furthermore, job satisfaction of employees' depends on supervisors' prompt supportive action i.e. supervisors giving more increments and continuous positive communication would increase perceptions of job satisfaction. Increasing supervisory support helps to enhance employees' perceptions of job satisfaction which has a result adequately foresee prosperity and economic wellbeing of the organization (Locke, 1976).

Supervisory support is referred as positive behavior of supervisor in terms of helping the employees at workplace. Previous research of Davis (2013) has found that association exists between employees' perceptions of positive supervisory support and employees' job satisfaction and voluntary employee turnover. Low job satisfaction level of employees and low employees' morale level cause high levels of voluntary employee turnover is associated with. When employees perceive strong supervisor support, the workers perform better and they are satisfied with their job, thus reducing their chance of leaving the organization. Moreover, organizations should target perceived supervisor and social support to increase employees' job satisfaction, to increase organizational performance, and to lower voluntary employee turnover (Macdonald & Levy, 2016; Scandura & Lankau, 1997)

Enhanced employees' job satisfaction is achieved in terms of enhancing family support and supervisory support. Employees perceive more family support if their families provide more care and show interest in solving problems of their closed ones working as employees in companies (Tietjen & Myers, 1998). Enhanced perceptions of family support

would increase employees' job satisfaction. Likewise, supervisors actively supporting their employees at workplace help to enhance employees' job satisfaction. In this respect, family support and supervisory support are positive predictors of employees' job satisfaction.

Additionally, employees' job satisfaction, as it relates to family support and supervisory support, is significantly impacted by gender demographics (Roxburgh, 1999). Gender is an important demographic variable in Pakistani society where gender biases exist with general acceptance (Bedeian, Burke, & Moffett, 1988). Persisting gender segregation of men and women is manifested in organizations as men and women have different perceptions of family support and supervisory support thus impacting employees' job satisfaction (Hodson, 1989).

Marriage is most established social institution which play significant role in defining people's attitudes and responses. Marital status in Pakistani society is synonymous to mature and responsible outlook of a person towards life in general and towards work in particular. In this regard, married people can show mature and responsible responses to questionnaires related to family support, supervisory support and job satisfaction.

Family system defines people's outlook towards life, subjective feelings and perceptions of other people's behavior. Family system might significantly impact respondents' responses. Demographic profiling took into account nuclear family system and joint family people. Both systems are prevailing in Pakistan. Respondents inhabiting nuclear family system would have different opinions from respondents inhabiting joint family system concerning family support, supervisory support as it relates to employees' job satisfaction.

Furthermore, telecommunication industry has expanded in Pakistan due to technological advancements. Consequently, it attracted large number of people to work in telecom industrial domain. The concerns of E-professionals regarding their job satisfaction as it relates to support from family and supervisors are important to be explored for enhancing employees' satisfaction towards their job as it is beneficial for industries' productivity and profitability.

Utilizing above mentioned data, present research intended to look into E-professionals' job satisfaction as it is possibly related to support from their family and supervisors. Current research endeavored to establish correlation between study variables



i.e. job satisfaction, supervisory support and job satisfaction. Furthermore, current research sought to examine significant role of demographics i.e. gender, marital status and family system in employees' job satisfaction in relation to family support and supervisory support. This study took into account the concerns of E-professionals in terms of enhanced job satisfaction as it relates to family support and supervisory support.

Definition the Terms

Before entering into further discussion some terms are defined as they were repeatedly employed in this research:

Family Support

Family support is the amount of support given by family members to employees. Family support is also explained in terms of employees' perceptions of positive, supportive and caring behavior expressed from their family members. Family support helps to enhance employee's satisfactory feelings towards her/his work. Additionally, employees' job performance enhances manifolds because experiences, skills, and opportunities gained or developed through continuous family support (Carlson & Frone, 2003).

According to Brondolo et al. (2002) family support is referred to an extent which an employee receives or perceives support from close family. Enhanced family support means increased perceptions of positive behaviors from members of the family. Family support is perceived by employees in terms of excessive of care they receive from family members. Enhanced family support would be achieved as families show more care for employees and try to lessen the stresses of long day work. Furthermore, family support is related to family's positive behavior in solving work related problems of their closed ones. Positive perception of family support is helpful for employees' wellbeing, performance and job satisfaction (Greenhaus & Powell, 2006).

Family support is very important in individuals' life and in organizational settings family support is important for job satisfaction. Industrial psychologists e.g. Lu et al. (2009) and Aryee et al.(2005) explored that employees' perceptions of family support directly relates to the extent of positive feelings of job satisfaction. The supportive attitude of family brings positive attitude in working individuals thus bringing up job satisfaction (Thompson et al, 2004). Family support also enhancing job satisfaction is significant for employees' performance and organizational productivity.

Most important consequential result of support from family or belongings is that it breeds job satisfaction. Numerous researches have endeavored to establish relationship between family-work enrichment; family support which workers perceive by discussing work related problems; and employees' job satisfaction. Among these researches, Buonocore and Russo (2012) brings forth most vital discussion of the relationship between family support and job satisfaction by showing that job satisfaction is a consequential result of family-work enrichment. Moreover, Lu (2011) argues that if family-work relation is enhanced or increased in level then it undoubtedly would result in maximum job satisfaction for employees.

Supervisory Support

Supervisory support is the extent to which a supervisor, in organizational settings, gives support to subordinate workers by solving employees' problems at workplace. In other words, supervisor support is the extent of positive and supportive role of a supervisor in relation to her/his subordinates or employees. In organizational settings supervisor is a leader for the team working under her/his guidance.

Positive perceptions of supervisory behavior are sought as supervisory support by employees of an organization. Supervisor support is a significant indicator of bringing job satisfaction among employees (Vlachos, Panagopoulos & Rapp, 2013). Positive indication of supervisory support implies increase in job satisfaction. Industries and business organizations of contemporary world seek ways to enhance supervisory support at workplace for gaining employees' job satisfaction (Powell, 2011).

According to Schimer and Lopez (2011), supervisory support is synonymous to cooperative attitude of employees' boss while solving a problem at workplace, sharing of information and perceiving advice from higher authority in an organization. In view of Rhoades, et al., (2002), it is a wide-range terminology that endeavors to join conjoin supervisory role: evaluating performance of employees, valuing their contribution to organizational structures caring about the employees' interests, job satisfaction and interests along without spreading workers' views regarding organization.

The workers perceive support from supervisors' behavior at workplace. Supervisor support impacts many factors job satisfaction, commitment of employees and performance at workplace. Supervisory considerations of employees' concerns refer to positive behavior

of supervisor in terms of solving problems at workplace, providing support to employees and communicate concerns related to employees' wellbeing. Supervisor support facilitates effective commitment to work as job satisfaction enhances (Babin & Boles, 1996).

Supervisory support is also taken as social support among industrial psychologists e.g. (Pears, 2004; and Brough & Frame, 2004). Supervisory support in terms of social support is perceived in workplace where an employee comes in contact with colleagues and supervisor. Supervisor is socializing agent at workplace. Support coming from supervisor in terms of bringing better feelings in workplace means a lot for employees. Moreover, supervisory support as social support relieves work-stress and increase job satisfaction. Social consequences of supervisory support are exceedingly good for employees because it reduces strains and increases job satisfaction (Schirmer & Lopez, 2001).

Contrarily, supervisory support suggest serious implications which consequently arise due to lack of explanation of social support of which supervisory support in one producing moderating relation with emotional conditions of employees related to their job. Supervisory support is combination of multiple factors of social support and it influences to gain support from other social groups like family members and colleagues.

Charoensukmongkol, Moqbel & Gutierrez-Wirsching (2016) argued that supervisory support plays significant social role for impacting psychological emotional conditions of happiness, wellbeing and satisfaction regarding their job. Workplace has social dimension in which employees relate their activities with their colleagues to perceive appraisal from supervisor. In these terms, supervisory support provides moderating impacts on employees' emotional conditions of satisfaction, stress and strains (Blaiese & Castro, 2000).

Employees' perceive supervisors' in terms of their behavior. Good supervisors ought to extend positive attitude, develop achievable targets, solve problems at workplace and take care of employees' wellbeing. Supervisory support plays significant role to achieve these targets (Goleman, 2000). Supervisory support is effective in workplace because it stimulates positive employees' feelings which means that employees are valued and their contributions are rewarded by supervisor.

Supervisor support is related to positive supervisory behavior with employees, solving their problems at workplace and providing help when required. Positive supervisory behavior is perceived by employees as enhanced supervisory support thus leading to increased employees' job satisfaction. In fact, it leads to positive outcomes at all levels of leadership. Supervisory support enhances levels of employees' job satisfaction which means enhanced supervisor support increases job satisfaction. On the contrary, negative supervisor behavior decreases employees' perceptions of supervisory support which adversely influences job satisfaction.

Job Satisfaction

The notion of job satisfaction is defined in terms of subjective experiences or feelings of fulfillment and contentment in employees regarding their job. It is the measure of those subjective feelings of employees to comprehend whether they are contented with their job. Locke (1969) defines the notion of job satisfaction in terms of emotional subjective feelings of workers that arise due to evaluation of workers' performance in the workplace. Locke (1969) argued that job satisfaction is the measure of a pleasant emotional feelings or state if being satisfied due to *positive evaluation* of workers' job. Furthermore Jones and George (2008) stated that job satisfaction is one's subjective feeling and her/his attitude towards the job. Job satisfaction can only be perceived in organizational settings and is dependent on other factors. There are certain determinants i.e. team collaboration, supportive attitude of organization and support from supervisor are major factors determining employees' job satisfaction (Mueller & Price, 1993). In current research, job satisfaction is dependent variable and positively related to supervisor support variable and family support variable. Job satisfaction is very significant indicator of workers' feelings towards their work as it helps organization and decrease work related stress in employees (Ahsan et al., 2009).

Job satisfaction is synonymous to viable or enthusiastic reactions which an employee shows regarding different parts of his/her activity at workplace and social spheres like family. In this respects, job satisfaction depends on other factors i.e. family support and supervisory support. An employee can be moderately happy with one part of her/his job however might not be happy with alternate perspectives. Job satisfaction, for employees, is a way individuals assess workers' inclination about activity, job or work.

The assessment can differ from the best level of fulfillment to the best level of disappointment. Employees' job satisfaction is impacted by individuals in the working environment, support from family, and interaction with colleagues, remuneration and supervisor's role implicating it (Castle, Degenholtz, & Rosen, 2006). Furthermore, social relations with co-workers and supervisor influences job satisfaction and burnout (Schaufeli & Bakker, 2004).

Employees are satisfied with their job in presence of positive emotional feelings of satisfaction which arise due to promotions, supervision, pay, benefits, support, appreciation and rewards (Spector, 1985). In this respect, support factor, acting as hygiene factor, is important for bringing about employees' job satisfaction. Khan et al(2013)stated that intrinsic and extrinsic rewards increase overall job satisfaction and performance of employees. Moreover, continuous communication with employees on part of supervisor is also a significant indicator of job satisfaction. Additionally, job is related to intrinsic and extrinsic aspects i.e. family support and supervisory support which are taken as central variables for present study.

Furthermore, De-Witte and Buitendach (2005) described that employees' job satisfaction is the outcome of workers' emotional reaction showed towards their work. Employees perceive behaviors from extrinsic factors related to workplace and positive perceptions would lead to job satisfaction while negative perceptions decrease employees' job satisfaction which consequently affects company's profitability. So, it is important to provide environment and opportunities where employees' can get more job satisfaction with increasing positive perceptions of supervisors' behavior.

Presence of supervisory support is indication for employees' that their values, concerns and contributions are regarded by the organization. On the contrary, lack of supervisory support indicates no value for employees which result into negative employees' perceptions regarding their jobs (Eisenberger et al., 1997). Enhanced supervisory support is synonymous to giving value to contributions made by workers and providing friendly environment at workplace. In this regards, enhanced supervisory support positively engages employees with their job so it enhances job satisfaction.

On the other hand, negative supervisory behavior or lack of support from supervisors result in discontentment for employees who feel dejected and unconcerned in

workplace (Nicholas, Swanberg & Bright, 2016). Negative employees' perceptions of supervisory behavior reduce employees' job satisfaction and bring adverse impacts on overall turnover of the organization. Supervisory support is very important for companies who want to keep their profitability and productivity in pace because employees' perceptions of enhanced supervisory support relate to employees' job satisfaction (Griffin, Patterson & West, 2001).

Furthermore, Sauer and Valet (2013) found a positive relation between organizational behavior, supervisory support and role in workplace, and employees' job satisfaction. Positive exchange of relations between organization, supervisor and employee enhances job satisfaction in workplace environment. Furthermore, job satisfaction is the result of employees' perceptions of value given, by supervisor on part of organization, for their contributions at workplace. If more value is given to employees in the organization, employees feel valued and important for the company. This positive perception leads to enhanced job satisfaction and employees would work with enthusiasm because they feel contented with the work.

Current research explores E-professionals' job satisfaction in relation to family support and supervisory support. Positive and significant correlation would suggest that providing more family support and supervisory support would help to enhance employees' job satisfaction. Employees' feelings of job satisfaction would enhance if levels of family and supervisory support are increased.

E-Professional

It is a term first introduced in Europe in the beginning of 21st century after technological advancements got global recognition. E-professional is an employee working in telecom or internet based company. Due to increase in internet services and introduction of innovative techniques in telecommunication, numerous telecom companies have provided opportunities for number of employees in Pakistan. With innovative teleworks and communicational advancement, the term E-professionals is repeatedly used for employees working in working at a distance utilizing online communication and information technologies (Pallot, et al., 2006). Moreover, E-professionals have gained importance in academic research as they work in teams either in organization or working

at home through collaborating with other team members through online means (Lipnack & Stamps, 2008).

E-professionalism evolved in modern technological era and it is used to identify workers of telecommunication industry across the world. Last decade of 21st century witnessed an overflow of telecommunication organizations in major cities of Pakistan due to which the numbers of E-professions have increased (Mansoor, 2011). Significantly increasing numbers of E-professionals call for the need to conduct new researches on family support, supervisory support and job satisfaction of workers in telecommunication industry. It is important for the prosperity of the telecommunication company to take care of E-professional employees' job satisfaction because it brings positive outcomes for the company. Keeping in view the importance of E-professional employees' concerns, this study took into account supervisory support and family support as positive predictors of job satisfaction.

Previous research of Colombo et al (2010) provided a significant insight into an inherent relationship between family support and supervisor support in bringing about job satisfaction among employees working in telecommunication industrial domain. Additionally, two theories are used in psychology for analysis employees' job satisfaction: Maslow's Need Theory (1995) and Herzberg's Motivator Hygiene Theory (1966) potentially address job satisfaction of employees working in Telecom Company. The employment of these theories along with previous researches, thus, make present study an all-encompassing analysis of job satisfaction of E-professionals as it is related to family support and supervisor support.

Interplay between Family Support, Supervisor Support and Job Satisfaction

Family support, supervisory support and job satisfaction exhibit close relationship (Vlachos et al., 2013). Smith and Shields (2013) suggested that family support supervisory support are Job satisfaction as guided by supervisory support is the measure of perceptions of employees towards role of supervisor. The results of E-professionals' job satisfaction related to supervisory support are the positive perceptions of employees towards supervisors behavior in the workplace. In the backdrop of employees perceptions of supervisory support, a significant and positive correlation of supervisory support and job

satisfaction can be generalized that employees positive perceptions of their supervisor behavior positively impacts their perception of satisfaction towards their job.

Family Support and Job Satisfaction

The relation of family support and job satisfaction exists (Rudd and McKenry, 1986). Moreover, increased family support directly enhances job satisfaction in employees. The research of Rudd and McKenry (1986) indicated close interplay of employees' job satisfaction and family support and supervisory support variables. This relationship is causal in nature as more family support causes more job satisfaction. Tobbing (2016) argues that employees get inspiring support from family by adding up to family income so resultantly they are more satisfied with their job.

Family support can be maximized by giving more time to family otherwise bringing about low family support adversely impacts job satisfaction. Previous researchers of Rudd and McKenry (1986) and Tobbing (2016) have found intimate positive interplay between family support and job satisfaction. Family support enhancement is deemed pivotal for Colombo et al (2010) as job satisfaction directly relates to family support. Porter et al (1974) found positive correlation between job satisfaction and family support which means that employees having high family support are more likely to have feelings of job satisfaction than employees perceiving less support from family.

According to Frone and Carlson (2003), employees' attitude and performance positively increases with enhanced support from family. Employees' attitudes and performance in the presence of enhanced family support results in employees' job satisfaction. Positive relationship between family support and supervisory support implied that organizations ought to devise policies which seek enhanced family support for employees because increased job satisfaction would lead to organizational success and profitability (Adams, King & King, 1996).

Furthermore, Greenhaus and Beutell (1985) examined that the low family support is due to conflict between family and work. Low family support arises when employee fails to balance both his roles: if his role as an employee overpowers his role as a family member or vice versa then it would bring adverse impacts on work performance and resultantly job satisfaction would decrease.

Family support is a positive indicator of bringing about job satisfaction in individuals. It also puts positive implication on workers' behavior at workplace as well as at home (Behson, 2005; Anderson et al., 2002). Support from the family members come in the form of communicating work related problems with family. Employees who perceive more support from family are satisfied with their job as they discuss and sort out issues at work. Allen (2001) argued that organizations can enhance family support because positive organizational role balances work-family relation and maximizes employees' feelings of contentment. Enhanced family support in the presence of organizational support is major source of employees' job satisfaction (O'Driscoll & Randall, 1999).

Rudd and McKenry (1986) explored influencing relationship between family support and job employees' job satisfaction; and suggested that more family support consequently enhances job satisfaction in organizational settings. Nicklin et al. (2011) sought to enrich family-work relationship, enhance employees' perceptions of positive support from family and job satisfaction. The results of Nicklin et al's (2011) research implied that positive and significant correlation persists between family support, supervisory support and job satisfaction. Enrichment of family support and supervisory support directly brings forth employees' job satisfaction.

Family support is synonymous to family's involvement in work related issues while supervisory support means to supportive attitude, cooperation and communication with employees. Job satisfaction is impacted by family involvement and cooperative role of supervisory. Employees having more family involvement in work related issues were found more satisfied with their job as compared to the employees witnessing no involvement from their family.

Considering above mentioned interplay of family support and job satisfaction, current research endeavored to explore positive and strong relation between family support as it relates to E-professional employees' job satisfaction. Significant and positive relation would suggest the need to enhance family support in order to achieve more job satisfaction for employees.

Supervisory Support and Job Satisfaction

Supportive supervisor emphasizes to seek balance between family responsibilities and work at the same time. This is a kind of support which interrelates to family support at

the same time as it relates to job satisfaction. Supportive supervisor provides flexible time to his employees so that he/she can give time to family and take equal responsibility of family as well as work. Supportive supervisors bring positive emotional state in employees and they seek satisfaction in job as they are getting support from supervisor.

Furthermore, supervisory support positively relates to job satisfaction because it brings positive and pleasing feelings in employees (Lewis & Pater, 2012). Supervisory support, as it positively relates to job satisfaction, is very important for organizational success. Moreover, employees' job satisfaction depends on numerous factors but supervisory support is brings strong and positive feeling of job satisfaction. The levels of job satisfaction or enhanced levels of happiness relate to supervisory support insofar as supervisors appreciate their employees' work and show noteworthy care towards their wellbeing. Supervisory support is the measure of caring and appreciation given by supervisory at workplace implying increased levels of contentedness and feelings of job satisfaction.

Employees getting significant amount of support from their supervisors, it would not only impact their job performance but it would also minimizes work-family conflict and in return would result in positive psychic emotional state which is synonymous to job satisfaction. Enhanced support from supervisors, in terms of providing support, solving problems and helping employees at workplace, increase positive perception of supervisory behavior which consequently increases positive feelings of contentedness and satisfaction among workers.

Anderson et al.'s (2002) research confirmed that employees of those organizations feel more satisfied with their job where their supervisors communicate and support them in workplace. On the contrary, minimum supervisor support adversely impacts job satisfaction and employees of these organizations are less satisfied with their job (Shore, & Martin, 1989). So, it is vital for companies to enhance supervisory support for employees' job satisfaction because enhanced job satisfaction is beneficial for companies' profitability and prosperity. Furthermore, supervisors support in terms of giving employees more time to spend with their family can bring job satisfaction.

Previous researchese.g. Lu (2011)have found strong interplay of supervisory support with job satisfaction. The significance of supervisory support, as it relates to

employees' job satisfaction, is due to important role of supervisor in the organization. Supervisory support is more related to job satisfaction because supervisor holds significant position in the organization and has the authority to assess employees' work.

Moreover, supervisor role is representative of organization and employees perceive organizational support in terms of supervisory support (Eisenberger et al., 1997). Employees' perceptions of supervisory support are reflected through positive remarks from supervisor as the task is completed. In this regards, appreciation from supervisors is synonymous to supervisory support. Employees receiving more appreciative remarks from supervisor would resultantly be more satisfied with their job.

The interplay of between study variables i.e. supervisory support, family support and job satisfaction illustrate that enhanced family support and supervisory support would enhance employees' job satisfaction. Family support is synonymous to family involvement in work related issues while supervisory support means to supportive attitude, cooperation and communication with employees. Job satisfaction is impacted by family involvement and cooperative role of supervisory. Employees having more family involvement in work related issues were found more satisfied with their job as compared to the employees witnessing no involvement from their family.

Additionally, family support also predicts employees' job satisfaction suggesting that enhanced levels of supportive behavior from family impacts employees' perceptions towards their work. Considering close interplay between family support, supervisory support and job satisfaction, it can be stated that employees perceiving more support from supervisors and family members are more satisfied with their work as compared to their colleagues perceiving low levels of support. In this regards, Current research explored the interplay of family support, supervisory support and job satisfaction in E-professionals. Family support and supervisory support play important role in bringing positive feelings of job satisfaction.

Theoretical Framework

In contemporary times, through mid-twentieth century, the discussion of job satisfaction has got enormous eminence as significant scale in organizational and industrial psychology and other domains of social science research. It is related to psychosocial factors extending from support from family and leadership to the nature of job (in present

context it would be telecommunication). Present study is endowed to psychological theories related to job satisfaction. Two major theories were employed in this study for providing theoretical foundations to this work so to make it an all-inclusive study of job satisfaction and along with two important factors (family and supervisor support). Since it is vital to explore these factors as predictive of job satisfaction, it is necessary to begin with theoretical framework of these phenomena.

Maslow's Need Theory (1943)

Maslow's need theory is extended to understand subjective feelings of job satisfaction without which self-actualization would not be possible. Wahba (1976) reinvigorates Maslow's theory in factor analysis which relate to satisfaction. Maslow's theory has contributed to begin discussion of job satisfaction which is singularly the most significant entice to extrinsic support factors related to employees' job satisfaction i.e. work-family conflict, family and supervisory support.

Maslow's approach is criticized from various viewpoints as it neglects to think about the subjective procedure of the worker and, all in all, needs supportive evidences. Furthermore, other researchers have found numerous critiques regarding perplexity of self-actualization state (Maher, 2002). Maslow's theoretical formulations proved to be foundational stone for theoretical frameworks endeavoring to understand the feelings of satisfaction in terms of support from family and supervisors; and the degree of accomplishments at workplace (Wahba, 1976). Maslow's theoretical foundation also it offers an insight into employees' feelings, motivations and extrinsic factors responsible for job satisfaction. Present research took into account two extrinsic factors which are related to subjective feelings of satisfaction among employees. In this respect, if support factors are enhanced the levels of satisfaction for employees would also enhance thus leading employees to reach self-actualization.

Herzberg's Motivation Hygiene Theory (1966)

Herzberg's Theory is more vibrant as far as employees' assessment of satisfaction is concerned because it discusses intrinsic and extrinsic factors that bring about employees' job satisfaction. Herzberg (1966) understands satisfaction in terms of different hygiene factors (family support and supervisor support) impacting to give rise to these emotions. These factors are motivating and hygiene factors.

Motivating Factors

Motivating factors are like recognition, benefits, pay scale and achievements that are required to be accomplished in order to give rise to an emotional state of satisfaction in an employee. Motivating factors are responsible for bringing about job satisfaction.

Hygiene Factors

On the contrary, hygiene factors are extraneous factors i.e. organizational structure, company policy, conditions of workplace, interaction with colleagues, employee's security of job and supervisor's support. These extraneous factors are connected to or bring about employee's job satisfaction (Herzberg, 1966).

There are two important postulates of Herzberg's Theory:

1. Relationships between workers and their supervisors influence employee output, and
2. Employees' job satisfaction influences organizational performance.

Noel (1976) reformulated Herzberg's theory (1966) of job satisfaction thus making it relevant for successive studies on job satisfaction as it relates to intrinsic and extrinsic factors. Following Noel's (1976) reformulation of Herzberg's theory (1966), current study takes above mentioned postulates of Herzberg's theory which indicates the relation of extrinsic factors i.e. family support and supervisory support variables with employees' job satisfaction. Most of the literature on the two-factor theory is limited to organizational settings where employees' job satisfaction is impacted by innate factors related to job and external factors i.e. family support and supervisory support whose positive perceptions enhance job satisfaction.

Employees derive feelings of employees' job satisfaction from multiple sources. Herzberg et al. (1959) outlined that two of the most frequent causes of positive levels of employees' job satisfaction are (a) feelings that result from the achievement of one's job and (b) feelings that result from receiving recognition from one's employer. Locke (1969), similar to Herzberg et al., stated that employees' job satisfaction is a positive emotional state resulting from job experiences or resulting from the positive appraisal of one's job. Locke described employees' job satisfaction as the result of a job experience, which contrasted with Herzberg et al.'s conclusion that positive employee attitudes related to job achievement causes an increase in employees' job satisfaction. Locke suggested that both



intrinsic and extrinsic factors along with job experiences enhance and promote employees' job satisfaction.

Herzberg's (1966) theoretical formulation is decisive in initially analyzing job satisfaction among employees in relation to extrinsic factors i.e. family support and supervisory support. Herzberg's Theory (1966) gives enormous importance to extrinsic factors because job satisfaction is a kind of subjective feeling which is largely influenced and impacted by external factors (Noel, 1976). Concerning the range of impacts, external factors are studied in terms of bringing maximum job satisfaction. Family support and supervisory support are significant external factors influencing employees' job satisfaction.

Herzberg's Theory (1966) of job satisfaction is important for present study because main variables of this study i.e. family support and supervisory support are external hygiene factors which positively impact job satisfaction. Though Herzberg's Theory (1966) is supported by Noel (1976) yet it has been criticized from many standpoints as being founded on weak methodology. Consequentially, academic researchers have found mixed results; some criticized it while others confirmed the Herzberg's (1966) motivator-hygiene theory. Van (2017) used Herzberg Theory in his research and found a positive relationship between supervisory support, profitability and job satisfaction. Following the research of Van (2017), this study would encompass hygiene factors (family support and supervisory support) in relation to job satisfaction. Guided by the Herzberg's (1966) job satisfaction theory, current correlation study explores the relationship between employee's job satisfaction and employee's perceptions of supervisor support.

Previously, Keoske et al. (1994) suggested that job satisfaction is impacted by intrinsic aspects of qualitative nature and extrinsic factors e.g. supervisory support which can be perceived or received by employees. Enhanced levels of extrinsic factors can be interpreted in organizational settings as more positive perception of external supervisory behavior. Employees' perception of positive external support from supervisor results in enhanced levels of performance and job satisfaction.

Employees' perceptions of job satisfaction are influenced by external factors i.e. supervision, promotion, family involvement and recognition at workplace. Support is an extrinsic factor which directly impacts employees' perceptions of their job. In this respect, support factor is important for bringing about employees' job satisfaction. Moreover,

employees perceive external factors in terms of behavior shown by their family and supervisor. Employees would be more satisfied with their job if the external or hygiene factors are enhanced. In this way, job satisfaction is related to extrinsic aspects i.e. family support and supervisory support which are taken as central variables for present study. Supervisory support is a significant extrinsic factor which positively relates to employees' job satisfaction in organizational settings. Enhanced levels of extrinsic factors like supervisory support enhance pleasant feelings in employees as employees perceive positive, caring and supportive behavior at workplace from higher authority.

Maslow's theory (1995) of job satisfaction gives insight into positive employees' reactions in the presence of enhanced family support and supervisory support. Workers having enhanced support from family and supervisor have enhanced feelings of fulfillment which keeps workers contented or satisfied with their work. Increased feelings of fulfillment increase job satisfaction and facilitate employee to prosper in organizational settings.

Herzberg Theory (1966) of job satisfaction provides theoretical basis for current study. Herzberg Theory (1966) formulized relationship of job satisfaction with extrinsic support factors and intrinsic factors. Following the theoretical formulation, employees' experiences of job satisfaction are significantly related to extrinsic factors i.e. family support and supervisory support. Extrinsic factors like supervisory support enhance pleasant feelings in employees. Positive perceptions would lead to job satisfaction while negative perceptions decrease employees' job satisfaction which consequently affects company's profitability. So, it is important to provide environment and opportunities where employees' can get more job satisfaction with increasing positive perceptions of supervisors' behavior.

Maslow's Theory (1995) and Herzberg Theory (1966) of job satisfaction provide theoretical basis for present study aimed at exploring relationship between family support supervisory support and job satisfaction. Pleasant feelings of fulfillment and job satisfaction relate to extrinsic factors of family support and supervisory support. Organization enhancing and considering extrinsic factors would significantly increase employees' job satisfaction.

Literature Review

The literature concerning gender difference in job satisfaction finds divergent results. For example, the seminal research of Clark (1997) found out that females, despite low income, have high level of job satisfaction as compared to males. Extending the research of Clark (1997); later researchers i.e. Sousa-Poza and Sousa-Poza (2003) and Williams and Sloane (2000) also found that because females have low expectations concerning the nature of their job therefore females have more job satisfaction level than males. Furthermore, the researches of Long (2005); Kifle and Kler (2007); Kim (2005); and Gligorovic et al. (2014) also found similar results by concluding that females have more levels of job satisfaction than males. Volsky and Aguilar (2009) found no difference of males and females levels of job satisfaction. Contrary to the above mentioned researches, the findings of Hajiha, Jassbi and Ghaffari (2013) suggest that women have low levels of job satisfaction as compare to males while the research of Kaiser (2007) found no difference of job satisfaction among females and males. Moreover, Maher (2002) Lange (2012) and Hodson (2009) explored higher levels of support from social groups of family members and workplace supervisors of same gender along with finding enhanced job satisfaction among women than males. Bhate (2013) also found enhanced levels of supervisory support for females than males; and consequently more levels of job satisfaction for females as compared to males. The researchers i.e. Shaheen (2014); and Sultana and Begum (2012) also found higher levels of job satisfaction among males as compared to female respondents while also showing low levels of satisfaction and support from supervisors.

Furthermore, the research of Grissom, Nicholson-Crotty and Keiser (2012) found high turnover and low levels of job satisfaction for males as compared to females while also revealing that gender difference of supervisor matters in enhancing job satisfaction among gender groups. With regard to gender difference on supervisory support, Chirchir (2016) found significant gender difference on job satisfaction of employees and significant difference on supervisory support. Chirchir (2016) found that male employees receive more supervisory support and thus males have higher levels of job satisfaction as compared to women. On the other hand, the findings of Hammer et al. (1997); Frone et al., 2003; and Lundberg et al. (1994) suggest that females receive less support from family and so they

face more work-family conflict thus having low levels of job satisfaction than male employees.

Moreover, gender difference is also found with regard to supervisory support. In this respect, Paustian-Underdahl et al. (2017) found that supervisory support for women is low as compared to males because females belong to lower social order so it is suggested to increase diversity in organizations to reduce social biases against certain social groups. On the other hand, Daalen, Willemsen and Sanders (2006) found that women have more supervisory support as compare to males; and concluded that more support helps in reducing work-family conflicts. Moore, Grunberg, Moore and Greenberg (2005) have also found greater supervisory support for females than men; and moreover female employees perceive more supervisory support in presence of female supervisors while male employees feel less satisfied with their job under female supervisors and vice versa (Vial, Brescoll, Napier, Dovidio, & Tyler, 2018).

Concerning differing levels of job satisfaction for family system and marital status, Sheron and Kaji (2014) found significant difference of job satisfaction between nuclear and joint family system; while also finding no noticeable difference of job satisfaction between married and unmarried workers. According to Sheron and Kaji (2014) employees of nuclear family are more satisfied with their job as compared to those employees living in joint family system. Additionally, Patel et al. (2008) and Ferguson et al. (2016) found a relation of family support and marital status whereas married employees get more support from their family members as compared to unmarried employees. Additionally, differences in marital status with relation to supervisory support remains undetermined as few researches persist endeavoring to find marital status difference in relation to supervisory support. In this respect, Lee, Zvonkovic, and Crawford (2014) found that family support is higher for married employees than unmarried.

With regards to gender difference in family support, the researchers i.e. Cross, Taylor and Chatters (2018) found no significant difference as their findings suggested that young adolescent females are involved more in providing in social support as compared to males but both genders groups receive equal support from family regardless of their gender difference.

Concerning marital status and gender difference on job satisfaction, Toker (2011) found no significant difference of married and unmarried employees on job satisfaction; and also found little difference of females and males on job satisfaction; and also. Confirming the findings of previous researches of Toker (2011), Kemunto, Raburu and Bosire (2018) explored no significant difference of marital status on job satisfaction as there results found no difference of job satisfaction between married and unmarried employees.

Ergun and Nartgun (2017) found that employees' perceptions of supervisory support make difference with regard to gender difference and marital status. The findings of Ergun and Nartgun (2017) suggest that levels of supervisory support remain unchanged for male and female employees as well as for married and unmarried employees if other factors remain constant. Furthermore, Bhate (2013) found more levels of supervisory support for married employees living with a partner as compared to unmarried employees.

Researchers have found divergent results with regard to family type and levels of job satisfaction, and family support while supervisory support is left out of academic discussion due to its irrelevance. So, this research also tries is pivotal to find if significant difference exists among nuclear and joint family system with regard to supervisory support. With respect to family system and its significant difference on job satisfaction and family support, the research of Das, Kumari and Pradhan (2015) found no difference of family system (nuclear and joint) on job satisfaction and family support while found significantly higher difference of job satisfaction and family support for unmarried employees as compared to the married ones. Employees of nuclear family system are more satisfied with their job as compared to those living in joint family system (Zafar et al., 2014).

Family support is perceived or received in organizational settings where employees seek the support from family in relations to their work. Family is a positive indicator of bringing positive and pleasant feelings of satisfaction in employees regarding their job. Enhanced Family support for employees results in more job satisfaction. Family support is very important in individuals' life and in organizational settings family support is important for job satisfaction. Industrial psychologists find direct relationship between family support and job satisfaction (Aryee et al., 2005 & Lu et al., 2009).

Frone and Carlson (2003) examined that employees' attitude and performance positively increases with enhanced support from family. Employees' attitudes and performance in the presence of enhanced family support results in employees' job satisfaction. Frone and Carson (2003) found positive relationship between family support and job satisfaction and suggested organizations to seek policies which could orchestrate enhanced family support for employees.

Furthermore, Greenhaus and Beutell (1985) examined that the low family support is due to conflict between family and work. Low family support arises when employee fails to balance both his roles: if his role as an employee overpowers his role as a family member or vice versa then it would bring adverse impacts on work performance and resultantly job satisfaction would decrease. Lapiere and Allen (2006) argued that family supportive organizations are more helpful for employees' wellbeing along with increased job satisfaction.

Family support is a positive indicator of bringing about job satisfaction in individuals. It also puts positive implication on workers' behavior at workplace as well as at home (Behson, 2005; Anderson et al., 2002). Support from the family members come in the form of communicating work related problems with family. Employees who perceive more support from family are satisfied with their job as they discuss and sort out issues at work. Allen (2001) argued that organizations can enhance family support because positive organizational role balances work-family relation and maximizes employees' feelings of contentment. Enhanced family support in the presence of organizational support is major source of employees' job satisfaction. Moreover, Saltzstein et al. (2001) argued that family friendly policies bring positive attitudinal changes in employees; enhanced family friendly policies as a result help to enhance positive attitudes among employees. Frye & Breugh (2004) also found that family friendly policies and support from supervisor and family help to reduce work family conflict while enhancing job satisfaction.

Rudd and McKenry (1986) explored influencing relationship between family support and job employees' job satisfaction; and suggested that more family support consequently enhances job satisfaction in organizational settings. Nicklin et al (2011) sought to enrich family-work relationship, enhance employees' perceptions of positive support from family and job satisfaction. The results of Rudd and McKenry (1986) and

Nicklin et al (2011) implied that positive and significant correlation persists between family support, supervisory support and job satisfaction. Enrichment of family support and supervisory support directly brings forth employees' job satisfaction.

Fung, Ahmad and Omar (2014) explored that support factors are mainly predict workers' job satisfaction. Three support factors i.e. co-worker support, supervisory support and family support predict employees' feelings towards their job. Family support is synonymous to family involvement in work related issues while supervisory support means to supportive attitude, cooperation and communication with employees. Job satisfaction is impacted by family involvement and cooperative role of supervisory. Employees having more family involvement in work related issues were found more satisfied with their job as compared to the employees witnessing no involvement from their family.

Lippe (2010) examined the phenomenon of employees' perceptions of support from family and managers in industrial settings. Using a sample of 1114 employees, the researcher (Lippe, 2010) concluded that support provided by family and supervisor is significant source of employees' job satisfaction. Furthermore, positive relationship of family support and supervisory support enhance levels of workers' feelings of job satisfaction. Furthermore, results of Behson's (2002) research also explored close correlation between family support, supervisory support and job satisfaction.

Tobing et al., (2016) evaluated that family support put positive impacts on employees' job satisfaction. According to the researcher, working individuals add up to the family income for sustenance so employees also perceive support from their family. The supportive attitude of family brings positive attitude in working individuals thus bringing up job satisfaction in them.

Supervisory support is perceived or received in organizational settings as employees seek support from higher authority at workplace to attain possible levels of job satisfaction. Employees' experiences of job satisfaction have both intrinsic and extrinsic factors (Shanock & Eisenberger, 2006). Davis (2013) explored that supervisory support is a significant extrinsic factor which positively relates to employees' job satisfaction in organizational settings. Extrinsic factors like supervisory support enhance pleasant feelings in employees as employees perceive positive, caring and supportive behavior at workplace from higher authority. Employees derive feelings of employees' job satisfaction from

multiple sources. Herzberg et al. (1959) outlined that two of the most frequent causes of positive levels of employees' job satisfaction are (a) feelings that result from the achievement of one's job and (b) feelings that result from receiving recognition from one's employer. Locke (1969), similar to Herzberg et al., stated that employees' job satisfaction is a positive emotional state resulting from job experiences or resulting from the positive appraisal of one's job. Locke described employees' job satisfaction as the result of a job experience, which contrasted with Herzberg et al.'s (1959) conclusion that positive employee attitudes related to job achievement causes an increase in employees' job satisfaction. Locke (1969) suggested that both intrinsic and extrinsic factors along with job experiences enhance and promote employees' job satisfaction.

Eisenberger et al. (1986) examined that perceptions of employees about supervisors' attitude are the measure of supervisory support in organization. Supervisor represents the organization which indicates that her/his behavior toward employees would count as a reaction from organization. Positive attitude of supervisor is perceived among employees as appreciative response to their job thus it brings positive feelings of job satisfaction. Supervisory support, in this context, serves as organization support provided to employees after assessing their performance. Supervisory support is synonymous to solving employees' problems, tolerating mistakes and giving incentives and appreciating employees' accomplishments at workplace. Enhancing above mentioned characteristics of supervisory support would help to gain employees' job satisfaction.

Additionally, supervisory support is the amount of positive interaction between supervisor and employee. Schwabe et al. (2001) stated that employees' job satisfaction is related to supervisors' role in creating an interactive environment at workplace. Supervisors facilitating interactive environment to their employees are perceived supportive in terms of solving employees' concerns and problems through continuous communication. Increased employees' job satisfaction is achieved by enhancing supervisory support in terms of facilitating communicative environment.

Pienaar et al. (2007) examined the relation between support from social groups e.g. (family, supervisor and colleagues etc.) and job satisfaction and found supervisory support more significantly related to employees job satisfaction. Other social groups i.e. family and colleagues are related to job satisfaction in lesser degree. Previously, Eisenberger et al.

(1997) also found strong correlation between supervisory support and job satisfaction. Pinaar et al. (2007) suggested that employees' job satisfaction strongly relates to supervisory support because supervisors have direct influence in workplace than other social groups. So, employees' job satisfaction is achieved significantly in organization by enhancing supervisory support.

The significance of supervisory support, as it relates to employees' job satisfaction, is due to important role of supervisor in the organization. Ellison (2004) stated that supervisory support is more related to job satisfaction because supervisor holds significant position in the organization and has the authority to assess employees' work. Moreover, supervisor role is representative of organization and employees perceive organizational support in terms of supervisory support. O'Driscoll (2003) also argued that employees' perceptions of supervisory support are reflected through positive remarks from supervisor as the task is completed. In this regards, appreciation from supervisors is synonymous to supervisory support. Employees receiving more appreciative remarks from supervisor would resultantly be more satisfied with their job.

Zopiatis et al. (2014) suggested that more communication between supervisor and employee enhance perceptions of support from the manager on part of whole organization. On the contrary, negative supervisory behavior or lack of communication of supervisor with employees adversely impact employees' job satisfaction. Furthermore, behavioral motivators bring positive perceptions of support, are significant for job satisfaction. More levels of support motivators enhance positive feelings of job satisfaction.

DeCotiis and Summers (1987) also examined that supervisory support relates to employees' job satisfaction. Supervisory support is the extent to which supervisors give value and consider the concerns of their employees. Supervisor has significant position in organizational settings and her/his behavior of giving value to employees' contributions consequently brings forth positive perceptions among employees. In workplace environment, supervisory support is perceived by employees in terms of providing more value and facilitating their employees to accomplish their values and goals. Employees perceive positive support from supervisors in terms of facilitation, assessment of their tasks and admiration. Positive employees' perception increase supervisory support; and enhanced supervisory support is major reason for employees' job satisfaction. Rhodes et

al. (2002) also found positive relation of supervisory support with job satisfaction. Employees' perceptions of job satisfaction are related to supportive, encouraging and facilitating behavior of supervisor. Employees have pleasant feelings of job satisfaction if the supervisor facilitates workers at workplace and solves their problems.

Furthermore, Stamper and Johlke (2003) stated that supervisory support predicts employees' job satisfaction in workplace because supervisor is an agent of assessment and evaluation of employees; tasks in organization. Positive evaluation or good remarks from supervisor are perceived by employees as a reward for their services. Pleasant feelings of fulfillment indicate employees' job satisfaction in the presence of positive supervisory support. Jones and LaRocco (1978) also found positive correlation between supervisory support and employees' job satisfaction.

Porter and Lawler (1968) followed the assumptions of Herzberg et al. (1959) and concluded that interactions between individuals and their supervisors can trigger increasing and decreasing levels of employees' job satisfaction. A positive correlation exists between supervisory support and job satisfaction.

Eisenberger et al. (2002), through alleged supervisory support, and Spector (1985), through evaluative constructs of employees' job satisfaction, pointed to separate but related means of showing a positive relationship between supervisory support and job satisfaction as did Herzberg et al. (1959) and Herzberg (1966). Scholars disagree regarding how constructs combine to generate employee's satisfaction towards her/his job and subsidize to the performance of an organization. However, Hoffman et al. (2013) proposed that the application of contrasting theories can produce accurate results because individuals are different and the differential context lead to results that are situational.

Locke (1969) concluded utilizing the effect theory that supervision causes employees' value and that contributes to employees' job satisfaction as part of an environmental where workers come to interact with one another. Adams (1965) through Equity Theory and Porter and Lawler (1968) through Discrepancy Theory, indicated that supervisory actions support the generation of increased levels of employees' job satisfaction.

Examining the literature of employee perceptions of supervisor support is necessary to understand employee experiences with supervisors, to predict employees' job

satisfaction. Herzberg et al. (1959) sketched out that supervision is a basic extraneous factor of work and positive noticeable supervisory practices, recognitions, and connections prompt excellent sentiments of worker work fulfillment that advances connections, inspiration, and hierarchical execution. Eisenberger et al. (2002) upheld the presumptions of Herzberg et al. that supervision is extraneous to the work itself. As directors are specialists of the association, estimating apparent chief help enables bosses to make restorative move to guarantee that workers see managers positively and make more grounded authoritative associations (Eisenberger et al., 2002).

Spector (1985) stated that supervision has a solid association with representative occupation fulfillment and that estimating supervision is through verifiable activities identified with prizes and worker's impression of skill and support apart from embodying reasonableness. Smith & Shields (2013) supported Spector (1985) that perceived supervisor support is a measurement of both observable traits and perceived supportive behaviors under the collective umbrella of supervisor experiences. Smith and Shields (2013) advanced Spector (1985) and Eisenberger et al.'s (2002) suggestion that perceptions and direct observations are collective experiences that potentially promote employees' job satisfaction and organizational performance.

Positive employee perceptions of supervisor support increase levels of employees' job satisfaction. Vlachos, Panagopoulos, and Rapp (2013) extended Smith and Shields' (2013) finding that significant positive correlations exist between levels of supervisor support and employees' job satisfaction. Smith and Shields (2013) and Vlachos et al. (2013) confirmed Herzberg et al. (2002) that supervisory interactions have a moderating effect on other areas related to employees' job satisfaction; however, contrary to Herzberg et al. that perceptions of supervision can only increase or decrease levels of employees' job satisfaction, Smith and Shields (2013) and Vlachos et al. (2013) suggested that perceived supervisor support is separate and apart from a factor of hygiene. Additionally, employees' job satisfaction is a factor of employee perceptions of supervision.

Singh et al. (2013), examining perceived leader competencies, concluded that a positive relationship exists between employee job satisfaction and supervisors who are self-confident, adaptable, and maintain control. Metcalf and Benn (2013), contrary to Singh,

found that employee job satisfaction positively correlated with organizational climate instead of perceived competencies of supervisors.

Scott et al. (2012) extended Russo and Buonocore (2013) work in order to establish relation between employees' job satisfaction and family life. In this background, it seems obvious that low job satisfaction level causes strain and stress beyond organization and to family life (Scott, 2013). Additionally, the research of Russo and Buonocore (2013) and Scott (2013) favors the findings of Papinczak (2012) who identified that increasing levels of workers' performance are consequential results bringing about satisfaction in employees jobs.

Conclusively, the research of Russo and Buonocore (2013) and Scott (2013) are confirming one another's findings that there persist an inherent connection between hygiene factors and job satisfaction. Their findings are contrary to Herzberg et al.'s (1959) theorization. Russo and Buonocore (2013); Scott (2013) and Papinczak (2012) recommended that there are negative outcomes if supervisor doesn't successfully promotes her/his job employees' job satisfaction in organizational settings. So, supervisory role is as important as family support is bringing about workers' job satisfaction.

Furthermore, correlation between supervisory support and job satisfaction is established by numerous researches. For example, Lewis and Pater (2012) argued that supervisory support is pivotal to organization progression as employees of an organization are satisfied when receiving expected support from the boss. Mintz-Binder (2014) also stated that supervisory role is pivotal to determine employees' positive perceptions of job satisfaction. Positive engagement of supervisor or manager with employees brings forth job satisfaction (Behson, 2002; Anderson et al., 2002; and Karatepe, & Kilic, 2007).

Supervisor is leader in organizations and employees perceiving more support from the leader help employees' to get motivation to accomplish the tasks at workplace. The sense of accomplishment brings job satisfaction in employees as a reward to their services. Schwepker (2001) argued that organizations should enhance job satisfaction of their employees by providing better environment which facilitates relationship between supervisors and employees. Support coming from the leader or supervisor is perceived motivating among employees and brings enhanced job satisfaction. The research of Schwepker (2001) confirms that supervisors are considerate leaders and employees would

be more satisfied with their job if enhanced supervisory support is provided to them at work.

In this background, Islam and Ali (2013) argued that workers' perceptions of supervisors' support impact their performance and consequentially results in job satisfaction. In organizational settings supervisor is a leader for the team working under her/his guidance. In fact, it leads to positive outcomes at all levels of leadership. This study establishes significant positive correlations exist between levels of supervisor support and employees' job satisfaction which means enhanced supervisor support increases job satisfaction. Family support is another important extrinsic factor which is related to job satisfaction.

Supervisor support doesn't only affect job satisfaction scale but it has implications on family support as it maximizes job satisfaction. Allen (2001) states that if employees get support from their supervisors, it would not only impact their job performance but it would also minimize work-family conflict and in return would result in positive psychic emotional state which is synonymous to job satisfaction. In this respect, supervisory support depicts dual character as enhances positive emotional feelings in employees on one hand and reduces conflict situation.

Supervisory support is pivotal to organizational effectiveness across numerous industries (Kang et al., 2015). Though little work has been accomplished in academic domain regarding the impacts of supervisory support on attitudinal and behavioral outcomes of employees in telecommunication industrial domain yet the findings of previous researches of Thomas, Jex & Bliese (2005); Copper, Lu & Lin (2013); and Tourigny, Lituchy & Baba (2005) found supervisory support pivotal to all industrial domains. Present research takes endeavor to establish the link between supervisory support and its impacts on E-professionals' behaviors and attitudes towards their job.

The researches of Karatepe and Kilic (2007) and Anderson et al. (2002) confirmed that employees of those organizations feel more satisfied with their job where their supervisors communicate and support them in workplace. On the contrary, minimum supervisor support adversely impacts job satisfaction and employees of these organizations are less satisfied with their job. Supervisors support in terms of giving employees more time to spend with their family can bring job satisfaction. Anderson et al., (2002); Lewis

and Pater (2012); Behson (2002); Anderson et al., (2002); Chen et al., (2012); and Karatepe and Kilic, (2007) find a direct relationship between job satisfaction and supervisory support.

There are demographic factors e.g. gender which significantly vary on family support, supervisory support and job satisfaction among employees. Roxburgh (1999) explored the impacts of gender roles on family support, supervisory support and job satisfaction. It was argued that family and supervisory support are significantly impacted by gender demographics as the result suggested that family and supervisory support was enhanced among women workers as compared to men.

The findings of this research indicated that the job satisfaction levels of university teachers has gender differences. As the results highlighted that female faculty were more satisfied with their work and co-workers, as compared to their male counterparts. Whereas, male faculty were more satisfied with their pay, promotions, supervision, and overall job satisfaction as compared to their female counterparts. Results also illuminated that ranks were significant in explaining gender differences and job satisfaction of the respondents (John & Michael, 2007).

In a study by Squillace and Erondy, (2005) the support for both structural and social theory was found.. Another important finding is that there are no gender differences in U.S. especially with regards to their sources of satisfaction at work. Gender Differences in Job Satisfaction (Sharon, 2014). There seems to be no significant differences of the Spector's nine dimensions of job satisfaction as well as the global job satisfaction of teachers. There are reported difference in the level of job satisfaction favoring females, still many researchers (Saad & amp, 1992; Wolverton & Gmelch, 1998) found no significant gender differences. However, there are studies who favor males with respect to job satisfaction (Crossman & Harris, 2006; Hill, 1994). It is also worth noting that similar studies (Klecker, 1997; Pastore, 1994) could not establish any gender differences in job satisfaction. Klecker (1997) in a cross-sectional, descriptive study tried to explore seven aspects of elementary teachers' job satisfaction. It was examined across six categories of years of teaching experience and he found no statistically significant differences by gender in ratings of salary satisfaction, career advancement opportunities, decision making,

working conditions, or total scale score. Although females scored significantly higher on job challenge and interaction with both students and colleagues. Moreover, both male and female teachers reported positive association on all seven aspects of teaching. Pastore (1994) also examined job satisfaction among male and female college coaches of women's teams. The findings indicated that both genders had similar perceptions about their jobs.

In the recent literature pertaining to organizational behavior, the question that whether gender affects job satisfaction or not, is considered to be one of the most talked about issue (Mason 1995). However, there are inconsistent findings related to the relationship between job satisfaction and gender. Many studies have indicated that women are more satisfied with their jobs than men (Bartol & Worman 1975; Clark 1996). Still there are others who report men to be more satisfied with their jobs than their female counterparts (Forgionne & Peeters 1982, Hulin & Smith 1964; Weaver 1974). One reason for that might be that both men and women have different levels and types of expectations from their jobs (Campbell, 1976). For instance for male employees career is of central importance, which might not be the case for their female counterparts (Kuhlen, 1963).

Research supports the notion that both men and women use qualitatively different criteria when assessing their work (Oshagbemi, 2000). Female employees tend to place more value on job related social factors and males seem to place more value on self-expression in their jobs (Centres & Bugental 1967). Schuler (1975) found that the women place more importance to working with friendly employees than their male counter parts. Whereas, men might consider having a say in the decision making process and supervising others as more important while evaluating their jobs and the consequent job satisfaction. Literature is replete with the examples which support the hypothesis that there are gender difference in terms of work related values (Keith & Glass, 1977). On the other hand, the literature also provides ample evidence that there are significant gender difference in the level of job satisfaction and this is especially so when a number of other variables were controlled statistically (Hunt & Saul 1975; Lorence & Mortimer 1985).

Another important variable that might have an impact on job satisfaction is the marital status of the employees. Research consistently indicates that married employees are more satisfied with their jobs than unmarried employees. However there is not enough

empirical evidence to draw conclusion about the effect of marital status on job satisfaction (Austrom et. al. 1988; Federico et. al. 1976; Garrison & Muchinsky 1977; Watson 1981).

However, in another study conducted in Turkey, Eyupoglu and Saner (2013) examined marital status and related job satisfaction relationship in teachers. Study population comprised of all academics of North Cyprus and the sample size of the study was 430. The results indicated that job satisfaction of married teachers was on the whole higher than those who are unmarried. Furthermore, overall job satisfaction levels also varied for the different marital statuses.

In another study conducted to assess job satisfaction in a sample from Ireland, the results indicated that single individuals were more satisfied than married and divorced individuals (Fitzmaurice, 2012). One big edge of the current study over the aforementioned research is use of both questionnaires and interviews. Interviews resulted in rich data as a consequence of probing, which provided a better understanding of the issue being studied.

In a study conducted in Western Kenya, Anyango, Ojera and Ochieng (2013) explored the effect of employee characteristics on job satisfaction of private security guards. Data was collected using self-administered questionnaires from a sample of 385 guards of private security firms. The findings of the study revealed that marital status did not significantly affect job satisfaction. In the study only questionnaires were used while the present study used both questionnaires and interviews which complemented each other as each offsets the weaknesses of the other. The cultural aspect of the current study illuminates that the people with feminine characteristics have high preference for quality of life, cooperation and caring of each other (Hofstede, 2016). Furthermore, Hakim & Aziz (1998) argues that the first priority of women, in this part (Asia) of the world is their children, husband and family. Furthermore, for these women their jobs and work life becomes a second priority (Hakim & Aziz, 1998). Therefore we may argue that the women may acquire workplace resources such as supervisory support more as compared to men (Baral & Bhargava, 2011; Nicklin, & Masuda, 2011)

In light of the above mentioned literature, family support significantly influences employees' job satisfaction alongside supervisors support. Russo and Buonocore (2013)

found positive relationship between family support and job satisfaction while Smith (2013) find a positive correlation between supervisory support and employees' job satisfaction. Additionally, Hoffman et al., (2013) found that supervisory actions support are essential for generating increased levels of job satisfaction among employees.

As discussed above, numerous studies seek to establish that family support and supervisory support is vital for bringing about job satisfaction of employees. The relationship, as suggested by above mentioned literature, between three variables is established as family support and supervisor support are equally influential in employees' job satisfaction.

Rationale of the Study

Telecommunication was revolutionized with ever-growing technological and scientific advancements of twentieth century. Since the inception of 21st century, telecommunication industry has been growing in Pakistan. The number of E-professionals has also increased with advancements in telecommunication.

The discussion of job satisfaction of employees, as it relates supervisory and family support has been previously carried out by Zopiatis et al. (2014); Karatepe and Kilic (2007); Das et al. (2015) but studies on E-professionals job satisfaction in relation to family and supervisory support are lacking in important domain of telecommunication. On these grounds, this study initiates the discussion on E-professionals; and how supervisors' and family support relate to job satisfaction of E-professionals in telecom industry in Pakistan.

Furthermore, telecom industry is different from other organizational structures because it is a complex formation or conglomeration of I.T. companies. The diversity of telecommunication and the rise of more complete marketplace distinguish E-professionals from employees working in other organizations. Pakistan is a growing telecom industry and is flourishing day by day so the job satisfaction of E-professionals need to be addressed in order to seek more growth in this industry as well as to look at psychological factors that are responsible for E-professionals behaviors, feelings, and perceptions as means to bring forth job satisfaction as they are impacted by ways E-professionals are influenced by the support from supervisors and family.

Previous researchers by Spector (1985); Vlachos, Panagopoulos and Rapp (2013); Smith (2013); Zopiatis et al. (2014); Karatepe and Kilic (2007); either carried out the correlation of job satisfaction and work-family conflict or collation between supervisory support and job satisfaction. Current research would take into both supervisory support and family support in relation to job satisfaction of E-professionals.

Conclusively this research is very significant for future researches as it invokes new discussion on e-professionalism and employees seeking to work in telecommunication domain. Furthermore, companies can utilize the results of this research to enhance employees' job satisfaction by enhancing family support and supervisory support which would benefit organizational profitability. The data from telecom industry from Islamabad and Rawalpindi, two metropolises of Pakistan, would mark the beginning of further research in other cities around Pakistan.

METHOD

Method

Objectives

Present study was construed in order to meet the objectives:

1. To explore the relationship between family support and job satisfaction in a sample of E-professionals.
2. To explore the relationship between supervisory support and job satisfaction in a sample of E-professionals
3. To examine the predictive role of family support in determining job satisfaction of E-professionals.
4. To compare respondents' scores on the demographics of gender, marital status and family system.

Hypotheses

On the basis of previous research literature, following hypotheses were formulated for this study:

1. Higher level of supervisory support leads to greater amount of job satisfaction in E-professionals.
2. Higher level of family support leads to greater amount job satisfaction in E-professionals.
3. Female respondents have higher scores of supervisory support, family support and job satisfaction as compared to male respondents.
4. Married respondents depict higher scores of supervisory support, family support and job satisfaction as compared to unmarried employees.
5. Respondents from joint family system have higher levels of supervisory support, family support and job satisfaction as compared to the respondents living in nuclear family system.

Operational Definitions

Family Support

Family includes immediate belongings and blood relationship i.e. parents, children, siblings and wife. Support means employees' experiences of positive and supportive attitude of their family. Employees perceive family support in terms of discussing job related problems with close belongings, family providing special care after hard working day, family members showing care and active involvement of family with working member. In context of present study, family support is the measure of family involvement in work related issues using Family Support Scale (Barnett, 1998).

Supervisory Support

According to Tangirala, Green, and Ramanujam, (2007) Supervisor is manager or boss at workplace whose job is to evaluate employees' performance at workplace. Support is positive employees' perceptions of the extent to which supervisors give value to workers' concerns in terms of solving employees' problems, showing concerns, giving favor; and caring for their opinions, wellbeing, goals and values of her/his employees. Concerning present research, supervisor support is the measure of employees' perceptions of positive behavior shown by supervisor using Supervisor Support Scale (Schimer & Lopze, 2011).

Job Satisfaction

According to Vlachos, Panagopoulos, and Rapp, (2013) Job is the kind of work a person is required to do in organization or company. Satisfaction is the amount of happiness an employee experiences towards her/his job. Job satisfaction is subjective feelings of happiness or contentedness an employee experiences towards her/his job. In present research, job satisfaction is the measure of those subjective feelings of employees to comprehend whether they are contented with their job (Locke, 1969).

Instruments

The following measures were employed for the present study and they were as follows:

Demographic Sheet

Present research targeted five demographics marital status, age, gender, work experience (minimum one year) and family system. The age range was 21-50, while work experience of respondents range from 1-15 years. Most of the respondents 106 lived in

joint family system while 94 respondents were living in nuclear family system. Furthermore, demographic distribution regarding marital status was found as 81 were married while 119 were married.

Family Support Scale (FSS)

Baruch-Feldman et al. (2002) developed this scale in order to measure the relationship of family support with job satisfaction as the amount of support an employee (E-professional in this case) perceives from her/his family. Baruch-Feldman et al. (2002) utilized *Job Content Survey* that endeavors to observe the extent to which a worker perceives support from his belongings. The developing founders of this scale recognize it four item scale that contains response set of five points scale range from one to five (1 = not at all to 5 = too much). Furthermore, alpha coefficient of 0.91 Family Support Scale is reported by Baruch-Feldman et al. (2002). The reliability of the coefficient is 0.84 for this study.

Supervisory Support Scale (SSS)

Eisenberger et al. (1986) developed Supervisory Support Scale to assess the extent of supervisory support as it relates to job satisfaction of employees in organizational settings. It also seeks the extent to which a supervisor cares for worker's wellbeing while considering her/his contribution in a given organization. Supervisory support scale is 8-itemed scale containing five point response scale range from one to five (1 = strongly disagree) to (5 = strongly agree). Furthermore, Cronbach's alpha coefficient $\alpha = 0.80$ (Eisenberger et al., 1986) and his colleagues for supervisory support scale.

Job Satisfaction Scale (JSS)

Oldham and Hackman (1975) developed job satisfaction scale in order to measure the degree to which employees (E-professionals in present case) are contented and gratified with their job. 3-items General Job Satisfaction subscale of JDS (Job Diagnostic Survey) is used to assess job satisfaction. It measures the extent to which an individual is gratified with his/her job. Concerning the current study, the measure of job satisfaction is comprised of five scale points range from one to five (1 = strongly agree to 5 'strongly disagree). Additionally, item 2 is taken to be reserved scores. The lower scores suggest low job satisfaction while high scores suggest high levels of job satisfaction.

Research Design

Current research was a correlation study of three variables: family support, supervisory support and job satisfaction. This study is construed to measure relationship between Family support, Supervisory support and Job satisfaction. The data for this study was conducted through snowball and convenient sampling method. The respondents and managing body of internet based company was assured confidentiality of their details throughout the research.

Sample

Present study utilizes a sample of ($N=200$) employees (*48 women and 152 men*) working in an internet based company Islamabad, Pakistan. Using convenient sampling, E-professionals with age range 21-50 ($M=29.60$ and $SD=6.023$) were approached to collect data (Table 1). The minimum job experience of one year was imposed on respondents that they must have spent one year in the Company because only experience professionals who have worked in telecom domain for more than one year can share enriched experiences about the Family Support, Supervisory Support and Job Satisfaction. So, only participants with work experience range from 1-15 years were approached to fill the questionnaires.

Table 1

Demographic Profile of the Sample (N=200)

Demographics	<i>f</i>	%
Gender		
Men	152	76
Women	48	24
Family System		
Nuclear	93	46.5
Joint	106	53.5
Marital Status		
Married	81	59.5
Unmarried	119	40.5

Table 1 shows demographic profiling of sample ($N=200$) taken for this study. Among the total population sample- 152 male and 48 female respondents, 93 respondents living in nuclear family system while 106 respondents living joint family system, 81 married and 119 unmarried respondents- were taken to fill the questionnaires.

The sample population for this study was taken from women and men working as E-professionals in telecom industry. The respondent must have served at least one year in the company. The condition of at least one year job experience was imposed on respondents because E-professionals with more work experience in telecommunication industry can provide enriched insights and experienced responses about family support, supervisory support and job satisfaction. Furthermore, persons with disability were excluded from the sample because supervisory support and family support would be higher for persons with disability. So, respondents with disability were excluded from answering the questionnaire. Secondly, respondents with less than one year experience in the company were also excluded.

Procedure

After getting authorization from the particular telecom organizations of Islamabad and Rawalpindi, E-professionals were drawn for collecting the data and, were requested to fill the questionnaire. Most importantly, all respondents' consent was considered that included information regarding the aims and objectives for collecting the data and purpose of this research. It was likewise guaranteed to E-profession respondents that data gave by them would be utilized just for academic research. The respondents were assured about the confidentiality of their information and their identity that their anonymity would not be disclosed. The respondents were told to pursue precisely and to give genuine reactions and to fill entire questionnaire. Respondents were informed total time required for completing the questionnaires. Before proceeding to the actual instruments of the research the respondents were introduced with questionnaires requiring participants' gender, age, work experience in current organization and family system. Most importantly, researcher remained present during this procedure for debriefing and guidance. Furthermore, researcher paid thanksgiving to competent authorities for allowing collecting the data from their employees.

RESULTS

Results

The data for the current research was analyzed for quantitative analysis by means of SPSS-21 (Statistical Package for Social Sciences). Reliability for the study measures of Supervisory Support, Family Support and Job Satisfaction were checked through Cronbach alpha coefficient. In order to check the normality of data descriptive statistics were computed. In order to explore the relationship between study variables i.e. supervisory support, family support and job satisfaction along with demographic difference of gender, family system and marital status on study variable; regression analysis and t-test was conducted.

Table 2

Descriptive Statistics and Alpha Reliability of Study Variables (N=200)

Variables	Items	α	M	SD	Range		Skew	Kurtosis
					Actual	Potential		
SS	8	.80	17.80	5.51	8-36	8-40	.96	1.27
FS	4	.84	8.48	3.77	4-19	4-20	1.08	.85
JS	3	.79	6.44	2.60	3-15	3-15	.77	.28

Note. SS=Supervisory Support, FS=Family Support, JS=Job Satisfaction.

As it is evident from table2, the respondents of the present study obtained highest mean scores on the Supervisory Support (17.80) the obtained mean scores on the Family Support(8.48) and lowest mean scores obtained on Job Satisfaction (6.44). It was found that all the scales are reliable. It was noticed that reliability of all the scales ranged from 0.84 to 0.79.

Table 3

Correlations between Supervisory Support, Family Support and Job Satisfaction (N=200)

	Variables	1	2	3
1	SS	-	.55**	.42**
2	FS		-	.56**
3	JS			-

Note. SS=Supervisory Support, FS=Family Support, JS=Job Satisfaction.

Table 3 shows that supervisory support is significantly positively related with family support. Supervisory support is significantly positively or related with job satisfaction. Family support is significantly correlated with job satisfaction.

Table 4

Simple Linear Regression between Supervisory Support, Family Support and Job Satisfaction (N=200)

Variables	<i>B</i>	<i>S.E</i>	β	95% CL	
				<i>LL</i>	<i>CL</i>
Constant	32.10	1.52		.17	1.76
SS	.18	.02	.38	.12	.23
FS	.28	.04	.40	.19	.36
F	77.71				
ΔR	.44				

Note. SS=Supervisory Support, FS=Family Support

Table 4 indicates the prediction of supervisory support and family support. Results indicate that supervisory support and family support significantly predicts job satisfaction in E-professionals. Results suggest 4% variance in job satisfaction.

Table 5

Mean, Standard Deviation and t-values of Study Variables along Participants' Gender (N=200)

Variables	Men (n=152)		Women (n=48)		<i>t</i>	<i>p</i>	95%CL	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			<i>LL</i>	<i>UL</i>
SS	17.50	5.50	18.75	5.48	-1.36	.17	-3.05	.56
FS	8.24	3.23	9.20	5.07	-1.53	.12	-2.19	.27
JS	6.12	2.38	7.43	3.00	-3.11	.00	-2.14	-.48

Note. SS=Supervisory Support, FS=Family Support, JS=Job Satisfaction.

Table 5 illustrates mean and median of gender differences across Supervisory Support, Family Support and Job Satisfaction. It reveals that men have lowest mean value than women on Job Satisfaction, Supervisory Support and Family Support.



Table 6

Mean, Standard Deviation and t-values of Study Variables along Marital Status (N=200)

Variables	Married (n=119)		Unmarried (n=81)		<i>t</i>	<i>p</i>	95%CL	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			<i>LL</i>	<i>UL</i>
SS	16.61	5.02	18.47	5.74	-2.16	.03	-3.17	-.15
FS	7.62	3.79	9.05	3.67	-2.64	.00	-2.51	-.36
JS	5.92	2.51	6.78	2.60	-2.32	.02	-1.58	-.13

Note. SS=SupervisorySupport, FS=FamilySupport, JS=Job Satisfaction.

Table 6 illustrates marital status differences across Supervisory Support, Family Support and Job Satisfaction. Married people scored lowest and unmarried people scored highest mean values on Job Satisfaction, Supervisory Support and Family Support.

Table 7

Mean, Standard Deviation and t-values of Study Variables along Family System (N=200)

Variables	Nuclear		Joint		t	p	95% CL	
	M	SD	M	SD			LL	UL
SS	17.06	5.03	18.42	5.86	1.74	.08	2.89	.17
FS	8.03	3.47	8.85	4.01	1.52	.12	1.89	.24
JS	6.44	2.38	6.41	2.78	0.70	.94	.70	.75

Note. SS=Supervisory Support, FS=Family Support, JS=Job Satisfaction.

Table 7 illustrates nuclear family have lowest mean values as compared to people having joint family system. Non-significant differences were apparent on job satisfaction, Supervisory Support and Family Support.

DISCUSSION

Discussion

The study intended to explore relationship between family support, supervisory support and job satisfaction of E-professionals with at least one year work experience in telecom company in Islamabad. Moreover, demographics including marital status, family system and gender were compared on study variables. Correlation design was used to explore relationship between main variables i.e. family support, supervisory support and job satisfaction.

First hypothesis assumed that enhanced supervisory support would enhance E-professional employees' job satisfaction. The findings of the results revealed positive and significant relationship exists between supervisory support and job satisfaction. The regression analysis revealed that supervisory support is positive predictor of job satisfaction. The hypothesis is supported by the findings of current research. The findings of current research are also in accordance with the previous researches e.g. (Grzywacz & Marks 2000; Anderson et al., 2002; & Karatepe & Kilic, 2007; and Schimer & Lopez, 2011) stated that employees of those organizations feel more satisfied with their job under enhanced supervisors support.

Second hypothesis was that enhanced family support enhances E-professional employees' job satisfaction. The regression results revealed that family support is positive predictor of job satisfaction. In predicting employees' job satisfaction, family support acts as a predictor is evident. This implies that employees' job satisfaction is enhanced if enhanced family support is provided to employees. The hypothesis is confirmed by the results of current researches which found family support as a significant prediction of job satisfaction. The findings support the results of previous researches e.g. (Zopiatis et al., 2014; Karatepe & Kilic, 2007; Das et al., 2015; Tobing et al., 2016; Allen, T. D., 2001; Russo & Buonocore, 2013; and Scott et al., 2013) which stated Family support being the extent to which an employ perceives support from her/his family is positively and significantly related to employees' job satisfaction thus generalizing the claim that employees who get more support from family would be more satisfied with their jobs while low extent of family support results in low job satisfaction.

This study hypothesized that three demographic variables of gender, marital status and family system would vary on study variables while supposing that: 1) Female

respondents have higher scores of supervisory support, family Predicted and job satisfaction as compared to female respondents. 2) Married respondents depict higher scores of supervisory support, family support and job satisfaction. 3) Respondents from joint family system have higher levels of supervisory support, family support and job satisfaction as compared to the respondents living in nuclear family system.

Third hypothesis supposed that females have more enhanced levels of supervisory support, family support and job satisfaction as compared to males. The results of t-test (Table 4) showed mean score of 18.75 for women ($M=18.75$ and $SD=5.48$) on supervisory while the results for men ($M=17$ and $SD=5.50$) differed with mean score 17.50 on supervisory support. It is confirmed by the findings of current research as the mean scores of women ($M=9.20$ and $SD=5.07$) for family support are higher in comparison to men ($M=8.24$ and $SD=3.23$). The results also show that gender difference varied on job satisfaction as women mean score ($M=7.43$ and $SD=3.00$) for job satisfaction was higher than men ($M=6.12$ and $SD=2.38$). These findings reveal that in organizational settings females get more support from family and supervisors thus resulting in more job satisfaction. On the other hand, males receive less support from family and supervisors and thus job satisfaction for males is less than females. In view of findings of current research, third hypothesis is confirmed. The findings of this research confirm the previous researches of Clark (1997); Williams, Sloane and Clarke (200) Souza-Poza and Sousa-Poza (2000); Long (2005); Kifle and Kler (2007); Kim (2005); and Gligorovic et al. (2014) that found high levels of job satisfaction for females as compared to males while rejecting the findings of Kaiser (2007) Volsky and Aguilar (2009) no difference Hajija, Jassbi and Ghaffari (2013); Maher (2002); Lange (2012); Shaheen (2014); Sultana and Begum (2012) and Hodson (2009) that found low levels of family support, supervisory support and job satisfaction for females as compared to males. Shaheen (2014); and Sultana and Begum (2012) low levels of support from supervisors and family for women as compared to males and thus low levels of job satisfaction. The findings also confirm the findings of Bhate (2013) that established more supervisory support and more job satisfaction for women while rejecting Hammer et al. (1997); Frone et al., 1992; Lundberg et al. (1994) and Chirchir (2016) that found less family support from family and more work related stress for females as compared to males so low levels of job satisfaction for females; and Ergun and Nartgun (2017) finding no significant difference of gender on supervisory support, family support and job satisfaction.

Fourth hypothesis was that married respondents have higher scores of supervisory support, family support and job satisfaction as compared to unmarried employees. The t-test results, in Table 5, showed that unmarried people ($M=18.47$ and $SD=5.74$) scored highest mean values while married respondents ($M=16.61$ and $SD=2.02$) scored low mean values on supervisory support. Supervisory support for unmarried was high than married as the results showed the mean scores for married ($M=7.62$ and $SD=3.79$) and for unmarried (9.05 and $SD=3.67$). Regarding job satisfaction, the mean score of unmarried ($M=6.78$ and $SD=2.60$) differed from mean score of married ($M=5.92$ and $SD=2.51$). The findings of current research reject the fourth hypothesis that married employees perceive more supervisory support, family support and job satisfaction as compared to unmarried employees. The findings of present study are contrary to previous researches of Sheron and Kaji (2014) Toker (2011), Kemunto, Raburu and Bosire (2018) that found no significant difference of marital status on supervisory support, family support and job satisfaction; and Patel et al. (2008); Lee, Zvonkovic, and Crawford (2014) and Ferguson (2016) that found more family support and job satisfaction for married employees as compared to unmarried.

Fifth hypothesis was that respondent scores of joint family system would be higher as compared to respondents living in nuclear family system on study variable: family support, supervisory support and job satisfaction. The results of t-test, in Table 7, showed that respondent' mean score of family system made little difference on family support, supervisory support and job satisfaction. The results of t-test showed nuclear family mean score of ($M=17.06$ and $SD=5.03$) on supervisory support, ($M=8.03$ and $SD=3.47$) on family support and ($M=6.44$ and $SD=2.38$) on job satisfaction; while joint family system mean scores differed insignificantly ($M=18.42$ and $SD=5.86$) on supervisory support, ($M=8.85$ and $SD=4.01$) on family support and ($M=6.41$ and $SD=2.78$) on job satisfaction. The study also rejects the fifth hypothesis as the findings suggest no significant difference of family system on supervisory support, family support and supervisory support. The findings of this research are contrary to the results of previous researches of Zafar et al. (2014); and Sheron and Kaji (2014) that found enhanced levels of family support, supervisory support and as a result more job satisfaction for nuclear family as compared to employees living in joint family system. On the other hand, the findings of this study confirm the findings of Das, Kumari and Pradhan (2015) that found no difference of family system on employees' job satisfaction, family support and supervisory support.

Furthermore, the results of current research imply that employees, perceiving supervisory role as more caring for their opinions, are more satisfied with their job. Amongst the range responses on a scale of 1-5, seventy one have shown high perception that supervisor cares about their opinions. The results also suggest that employees' perceptions of supervisory support would be stronger and result in to more job satisfaction provided that supervisors caring for their employees' wellbeing. The results imply that supervisors caring more about E-professionals' goals and values induces perceptions of enhanced supervisory support. The reactions of most E-professionals were concentrated in accordance with the assumption: sixty six respondents have strong perceptions of supervisory care: eighty seven have mild perceptions while seven respondents strongly perceive their supervisors as less caring about their goals and seven considered supervisors being less caring. Most respondents' scores are concentrated to strong perceptions of caring behavior of their supervisory regarding their goals and values in life.

The findings of current study depicted enhanced supervisory support in terms of solving employees' problems when they face problem at workplace. Most E-professional respondents perceived high supervisory support because supervisory help was always available for them. The results also imply that forgiving an honest mistake of employees is related to strong perceptions of supervisory support. Most E-professionals responded in accordance with this postulate and confirmed that supervisors forgiving employees' mistakes bring forth positive feelings of supervisory support. Enhanced amount of positive feelings consequently enhance job satisfaction; which was also suggested in the findings of O'Driscoll (2003).

The results of current research suggest that negative supervisory behavior induces negative feelings of supervisory support in workplace where they take advantage of their employees. The reactions regarding the assumption were that twenty two strongly reacted that would take advantage if given the opportunity to do so while sixty E-professionals mildly accepted the assumption. Contrarily, forty reactions strongly disapproved such negative behavior on supervisor part while twenty two perceive their supervisor would not take advantage if given the opportunity to do so.

The results depict that supervisors showing concerns employee's concerns help in enhancing positive employees' perceptions of supervisory support in organizational settings. Concerning current research, most E-professionals' reactions were concentrated to agree with the postulate: thirty four E-professionals reacted strongly

about little concern showed by supervisors and seventy six people have mild perceptions of concern about them. The results also suggest that high perceptions of supervisory support are related to supervisors' willingness to do special favors to employees. The findings reveal that most E-professionals have strong perceptions of supervisor willing to help in case of special favor.

Supervisory support is significant in organizational settings because supervisor holds high position at workplace and employees' seek active supervisory support for enhancing levels of job satisfaction. The findings of this study explored significant positive correlations exist between levels of supervisor support and employees' job satisfaction which means enhanced supervisor support increases job satisfaction. The findings of this research, related to supervisory support and job satisfaction, are in line with the findings of previous findings of Anderson et al.'s (2002); Eisenberger et al. (1986); Lu (2011); Schwabe et al. (2001); and DeCotiis and Summers (1987) etc.

Furthermore, the results concerning family support imply that employees perceiving more family support easily discuss with the family if something goes wrong at work. Forty three people can easily talk over to their family in case of any problem at work thus perceiving strong family support and eighty seven agree but not strongly agree about the assumption which means that they discuss some problems about the work thus receive moderate family support. On the contrary, thirty three can't talk to their family in case of any problem at work while eleven can never discuss work related problems to their family which means the extent to which an employee receives thus receiving no support from family.

The results depicted that employees' perceptions of family support would be stronger if family cares about employees' subjective feelings about their job. Sixty five showed that their family extremely cares about how they feel about their job while twelve people showed little care thus perceiving little family support while families of thirteen people showed no care at all thus perceiving no family support at all.

Furthermore, findings of current research imply that family support is strong for employees where families help them feel better when they have had a hard day at work. The results of E-professionals data revealed that seventy four people perceive strong family support as their family seriously cares about them after hard day at work and seventy seven showed moderate perceptions of family support. On the contrary, nine out showed little family care while twelve people showed no care at all from their family after hard day at work. The results also suggested that E-professionals perceive

more family support as their families are interested and proud of them if something good happens at work. Eighty six individuals showed their family extremely interested and proud if good things happen at work while seventy people showed some interest from their family. On the other hand, twelve people showed little concern of families while thirteen showed no interest at all from their families. The findings support previous researches of Rudd and McKenry (1986); Tobbing (2016); and (Behson, 2005; Anderson et al., 2002).

Regarding job satisfaction of employees, the results imply that workers are very happy with their work or current status in company. Ninety six employees felt happy with their work while sixty six strongly reacted to the assumption and showed extreme feelings of good regarding their job. Contrarily, ten individuals showed not happy while four felt extremely unhappy with their work.

The results depict that low job satisfaction increases employees' perception about leaving their job. Fifty two continuously and strongly believe in leaving their current job while sixty two often think about it. Twenty eight denied leaving their job while ten showed complete satisfaction with their current job and strongly denied to leave it.

The results regarding job satisfaction depict that employees are satisfied with the kind of work they do in their job. Ninety one were satisfied with the kind of work they in telecom company while sixty individuals showed extreme satisfaction with their position they are currently working at. Nineteen were not satisfied and five were extremely dissatisfied. 4% variance is explained towards job satisfaction.

The coherent pattern of current research is due to several possibilities. First of all, more family, supervisory support and job satisfaction for women can be explained in cultural terms. Apparent social and cultural projections of Pakistani society towards women are largely guided in terms of respecting women at workplace. Families of earning women respect and support their efforts which results in positive feelings of job satisfaction among working women. Furthermore, the influence of marital status scores was significant on varying the results of family support, supervisory support and job satisfaction because unmarried people have less responsibilities for other members of their family while married people have more stress and responsibility as they have to care for their children, wife and parents at the same time.

Conclusion

The findings of current research confirmed first hypothesis that enhanced supervisory support leads to enhanced job satisfaction in E-professional employees. The findings also confirmed that higher level of family support leads to greater amount of E-professional employees' job satisfaction. Furthermore, current research implied that family support and supervisory support are positively related to employees' job satisfaction. The results of the data revealed that enhanced level of family support and supervisory support resulted into more job satisfaction among the employees. The findings of current research confirm positive correlation of family support, supervisory support and job satisfaction.

Furthermore, significant differences were found on family support, supervisory support and job satisfaction when respondents were compared on gender and marital status. Thus, the findings of current study confirmed third and fourth hypothesis that demographics of gender and marital status would vary on study variables. On the contrary, fifth hypothesis that family type would significantly vary on study variables was not supported by the findings of this research as the results revealed no significant differences of family type of respondents on family support, supervisory support and job satisfaction.

Implications

This study has certain implications for industries to use the findings of this research for increasing profitability and prosperity. There are following implication of this study.

1. This study would be beneficial to business professionals because understanding the relationships between employees' job satisfaction, employee perceptions of supervisor support, and family support can improve e-professionals and telecom organizational performance.
2. Companies may enhance job satisfaction of their employees by enhancing supervisory support and family support as they are positively and significantly correlated with job satisfaction.
3. Current research would be helpful for companies finding ways to create a satisfied and engaged workforce for generating organizational sustainability and restore profitability of telecommunication and other organizational sectors of Pakistan.

4. This study is significant for future researches in organizational domain as current research establishes positive and significant relationship between supervisory support, family support and job satisfaction.
5. Employees' job satisfaction could be enhanced by increasing supervisory support at workplace and providing opportunities to enhance family support.

Limitations

There are certain limitations to this research which are as follows:

1. This study doesn't claim to be final as it considers certain delimitation and asks for future researchers to extend the sample as well as to look into E-professional domain for better understanding of employees' perception of supervisor support, family support and job satisfaction.
2. Current research limited the sample population of 200 respondents working in telecom sector as geographical boundaries to Islamabad and Rawalpindi metropolitan area. Sample population of 200 raises concerns for generalization of the findings.
3. Data of E-professionals beyond Islamabad and Rawalpindi, other industries, organizations, or other geographic locations was beyond the scope of current research.
4. Only three demographics were taken for this study i.e. gender, marital status and family system.

Suggestions

The present research suggests that:

1. Sample size ought to be increased to generalize the results.
2. The data ought to be collected from more internet based companies beyond Islamabad.
3. More demographics should be included in future researches like job creativity, work-family-conflict, education, social and economic status etc.
4. Most relevant factor of employees' income ought to be included in the future studies as it directly impacts job satisfaction.

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APPENDICES

CONSENT FORM

My name is Hina Malik, student of M.Sc. at National Institute of Psychology, Quaid-i-Azam University, and Islamabad. Present research is necessary for partial fulfillment of my M.Sc. degree. This research is an endeavor to explore impacts of family support and supervisory support on E-professional employees' job satisfaction.

I assure you that the information given by you will be kept in confidence and will be used for current research. Your participation in this research is voluntary and you may choose not to participate. You may also withdraw your consent to participate any time.

If you agree to participate in this research, please sign below.

Signature

Thank you for your participation in this research!

DEMOGRAPHIC SHEET

Age (in years) _____

Gender: Male _____ Female _____

Work experience _____

Marital Status: Married _____ Unmarried _____

Family System: Nuclear _____ Joint _____

Perceived Supervisory Support

Response choices: 1 = Strongly disagree. 2 = Disagree. 3 = Neither agree nor disagree. 4 = Agree. 5 = Strongly disagree.

		SD	DA	UD	A	SA
1	My supervisor cares about my opinions					
2	My supervisor really cares about my well-being.					
3	My supervisor strongly considers my goals and values.					
4	Help is available from my supervisor when I have a problem.					
5	My supervisor would forgive an honest mistake on my part.					
6	If given the opportunity, my supervisor would take advantage of me.					
7	My supervisor shows very little concern for me.					
8	My supervisor is willing help me when I need a special favor.					

Family Support Scale

Response choices: 1 = Strongly disagree. 2 = Disagree. 3 = Neither agree nor disagree. 4 = Agree. 5 = Strongly disagree.

		SD	DA	UD	A	SA
1	When something goes wrong at work, I can talk it over with my family.					
2	My family cares about how I feel about my job.					
3	My family help me feel better when I've had a hard day at work.					
4	My family is interested and proud when something good happens at work.					

Job Satisfaction Scale

Below are three statements with which you may agree or disagree. Using the 1-5 scale below, indicate your agreement with each item by circling the appropriate number. The words *job* and *work* refer to all paid employment activities.

Response choices:

1 = Strongly disagree.

2 = Disagree.

3 = Neither agree nor disagree.

4 = Agree.

5 = Strongly disagree.

1	Generally speaking, I am very happy with my work.	SD	DA	UD	A	SA
2	I frequently think of leaving this job.					
3	I am generally satisfied with the kind of work I do in my job.					