

PERCEIVED MANAGERIAL SUPPORT AND JOB SATISFACTION OF DELIVERY SERVICE FIRMS IN RIVERS STATE, NIGERIA.

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ABSTRACT

This study investigated the relationship between Perceived Managerial support specifically emotional, practical, and informational support and job satisfaction among delivery service Firms in Rivers state Nigeria. The aim was to assess how different forms of supervisory support contribute to employees' satisfaction in a high-demand, fast-paced occupational context. A descriptive correlational research design was adopted, and data were collected using structured questionnaires distributed electronically to 5 delivery service firms operating in the region. Three respondents were purposively selected from each firm, resulting in a total sample size of 25. Data were analyzed using descriptive statistics and Pearson Product Moment Correlation Coefficient (PPMCC). The findings revealed significant positive relationships between all dimensions of Perceived Managerial support and job satisfaction. Informational support showed the strongest correlation ($r = .625, p < .01$), followed by emotional support ($r = .550, p < .01$), and practical support ($r = .407, p < .05$). These results suggest that delivery workers are more satisfied with their jobs when they receive consistent guidance, emotional care, and tangible assistance from their supervisors. The study contributes to the limited empirical research on supervisory dynamics in the logistics sector within Nigeria and emphasizes the critical role of supportive leadership in enhancing employee satisfaction and performance. It is recommended that logistics firms implement supervisor training programs, ensure the provision of essential tools, and establish effective feedback channels to promote a supportive work environment.

INTRODUCTION

Job satisfaction continues to occupy a central position in management and organizational behaviour literature due to its well-established association with key organizational outcomes such as productivity, employee turnover, well-being, and quality of service delivery (Orgambidez, 2022; Tahiry & Ekmekcioglu, 2023). Empirical evidence consistently demonstrates that the nature and extent of support provided by supervisors play a significant role in shaping employees' level of job satisfaction. In particular, dimensions of supervisory support emotional, instrumental (task-related), informational, and appraisal have been widely identified as strong determinants of how employees perceive and experience their jobs (Orgambidez, 2022; Bagheri Hossein Abadi et al., 2021). Within the Nigerian context, several studies have explored job satisfaction across sectors such as healthcare, higher education, and public service, identifying factors like work environment, leadership practices, compensation systems, and infrastructural adequacy as major influencers (e.g., studies involving health professionals at the National Orthopedic Hospital, Enugu, and frontline health workers in Southern Nigeria). However, the bulk of these studies has largely concentrated on relatively stable and location-bound workforces, with limited attention given to more mobile and service-oriented occupations that operate under distinct and often challenging conditions, including frequent travel, direct customer engagement, strict time demands, and exposure to environmental risks.

Perceived managerial support encompassing emotional, instrumental, and informational assistance refers to the extent to which immediate supervisors provide employees with the resources, guidance, feedback, and empathy required to effectively manage their work responsibilities (Goldstein & Ford, 2002; Orgambidez, 2022). Evidence from healthcare settings indicates that emotional support from supervisors can significantly reduce role ambiguity while enhancing job

satisfaction levels (Orgambídez, 2022). For instance, findings by Orgambídez (2022) reveal that both affective (emotional) and instrumental dimensions of perceived managerial support are strongly linked to higher job satisfaction among nursing personnel, partly due to improved communication and clearer job expectations.

Beyond the healthcare sector, some Nigerian studies suggest that supportive supervisory practices are positively associated with job satisfaction and prosocial work behaviours among employees (Edosomwan, Nwanzu, & Omreore, 2024). Similarly, in manufacturing and service-oriented organizations, managerial support has been linked to improved employee attitudes, although it is often examined within broader constructs such as organizational support, leadership style, or general social support. Notably, these studies rarely disaggregate managerial support into its core components emotional, instrumental, and informational particularly in relation to employees engaged in delivery or logistics services.

The delivery service sector in the South-South region of Nigeria operates under uniquely demanding conditions. Workers in this sector frequently contend with extended travel distances, poor infrastructure, safety concerns, fluctuating workload demands, and limited formalized support systems. These contextual realities distinguish them significantly from employees in more structured environments such as hospitals, universities, or administrative institutions. Given the dynamic, time-sensitive, and customer-facing nature of delivery roles, the relevance and impact of different forms of managerial support such as emotional encouragement, access to practical resources, and timely job-related information may vary considerably in influencing job satisfaction.

Despite these contextual peculiarities, there is a notable scarcity of empirical research examining the relationship between perceived managerial support and job satisfaction among delivery service workers in Nigeria, particularly within the South-South region. Existing literature is heavily skewed toward sectors like healthcare and education, with limited focus on mobile or field-based occupations. Furthermore, many studies conceptualize managerial support as a unidimensional construct or emphasize only selected aspects, thereby overlooking the distinct contributions of emotional, instrumental, and informational support. Considering the unique stressors inherent in delivery work such as traffic congestion, adverse weather conditions, customer interactions, time constraints, and logistical challenges the mechanisms through which managerial support influences job satisfaction in this context remain insufficiently understood.

In addition, much of the available evidence is either outdated or derived from contexts outside the South-South region, thereby limiting its relevance in capturing current dynamics shaped by the growth of logistics services, gig economy platforms, and evolving delivery systems. Consequently, there is a need for more recent and context-specific empirical investigation. This study, therefore, seeks to address these gaps by examining how emotional, instrumental, and informational dimensions of perceived managerial support influence job satisfaction among delivery service firms in Rivers State, Nigeria. In doing so, it aims to generate contextually grounded insights that can inform managerial strategies and policy interventions tailored to the unique demands of this sector.

Statement of the Problem

Delivery service firms in Rivers State, Nigeria operate under challenging conditions characterized by extended working hours, intense job demands, and high levels of occupational stress, all of which can adversely affect employees' job satisfaction. Although perceived managerial support has been widely recognized as an important determinant of employee satisfaction and performance, there is a noticeable lack of empirical studies that specifically examine the distinct roles of emotional, practical (instrumental), and informational support within the delivery service sector in this region. Much of the existing literature is concentrated on more structured and conventional work settings, thereby neglecting the unique realities of delivery work, including irregular schedules, continuous customer engagement, mobility requirements, and physically demanding tasks.

In addition, perceived managerial support is frequently conceptualized as a broad, unified construct, with limited effort to disaggregate it into its core dimensions. This lack of differentiation obscures

the specific contributions of emotional, practical, and informational support to job satisfaction, making it difficult for organizations to design precise and effective interventions. Consequently, firms may struggle to implement strategies that effectively enhance employee morale, reduce turnover intentions, and improve productivity within the delivery service industry.

The absence of context-specific empirical evidence for delivery workers in South-South Nigeria further compounds this issue, as generalized findings from other sectors or regions may not adequately reflect the needs and experiences of this workforce. As a result, organizational policies and managerial practices risk being misaligned with the realities of employees in this sector. To address this gap, the present study investigates the influence of emotional, practical, and informational dimensions of perceived managerial support on job satisfaction among delivery service firms in Rivers State, Nigeria. The study aims to generate context-relevant insights that can guide more effective management practices and inform policy decisions within the industry.

Conceptual Framework

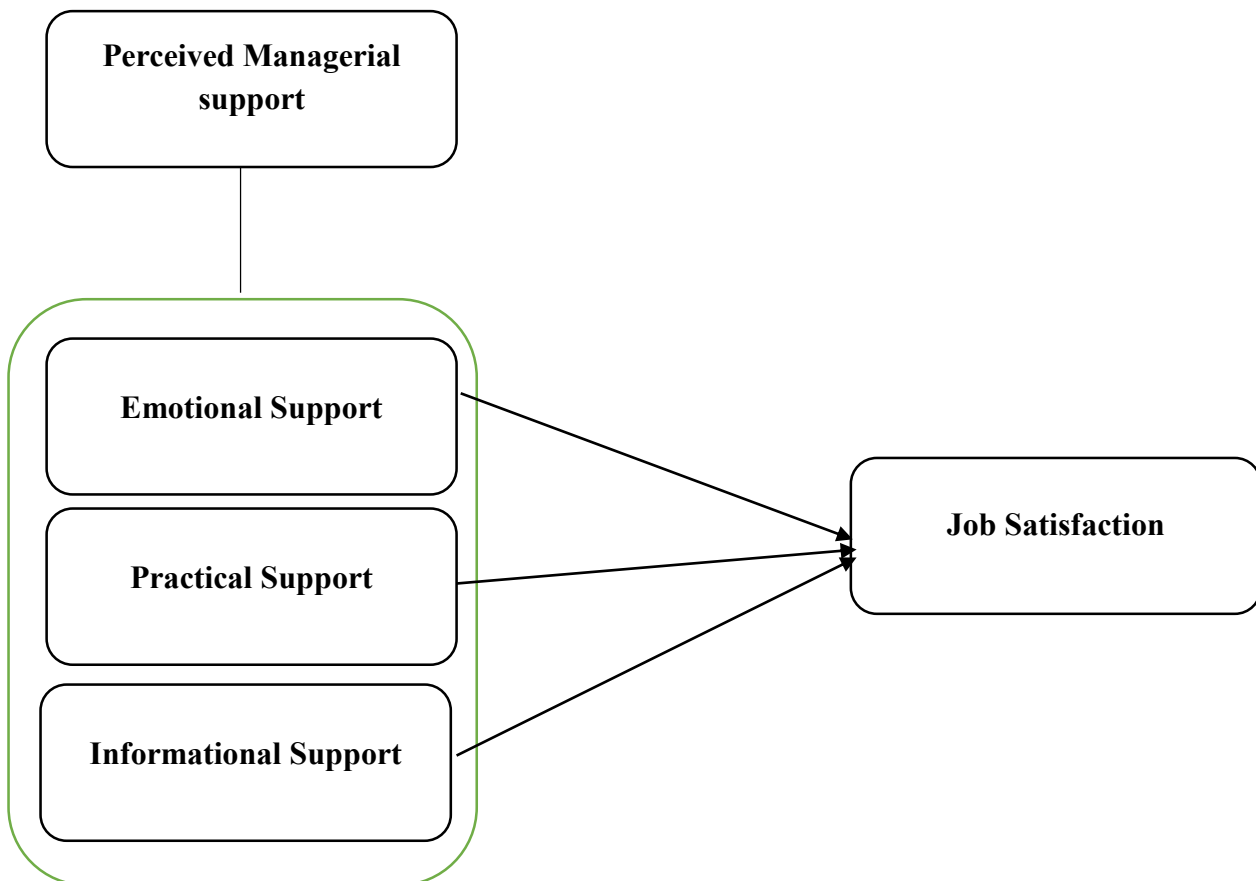


Figure 1: Conceptual framework
Source: Rhoades, & Eisenberger (2002).

Aim & Objectives

The aim of this study was to determine the relationship between Perceived Managerial support and job satisfaction among delivery service Firms in Rivers state Nigeria. The specific objectives were to:

- 1) Determine the relationship between Emotional Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria.

- 2) Determine the relationship between Practical Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria.
- 3) Determine the relationship between Informational Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria.

Research Questions

The following research questions were raised to guide the study.

- 1) What is the relationship between Emotional Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria?
- 2) What is the relationship between Practical Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria?
- 3) What is the relationship between Informational Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria?

Research Hypotheses

The following research Hypotheses were tested at a significant level of 0.05.

HO₁: There is no significant relationship between Emotional Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria.

HO₂: There is no significant relationship between Practical Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria.

HO₃: There is no significant relationship between Informational Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria.

Significance of the Study

This study holds significant value for multiple stakeholders, including delivery service organizations, employees, policymakers, and scholars. For delivery service companies operating in South-South Nigeria, understanding the impact of Perceived Managerial support emotional, practical, and informational on job satisfaction can lead to the development of more effective management strategies that enhance employee well-being, motivation, and retention. By identifying which types of support are most influential, organizations can tailor their supervisory practices to address the specific needs of their workforce, ultimately improving service quality and operational efficiency.

For delivery service workers, this study sheds light on the critical role supervisors play in shaping their work experience. Increased awareness of how different forms of support affect job satisfaction can empower employees to seek and communicate their needs more effectively, fostering a healthier work environment. Furthermore, recognizing these dynamics can help reduce job-related stress and turnover, improving workers' overall quality of life and career sustainability.

From a policy perspective, the findings provide evidence-based insights that can guide labor and industry regulations, especially in sectors characterized by high physical and emotional demands like delivery services. Policymakers can use this information to advocate for workplace standards that promote Perceived Managerial support as a key component of employee welfare.

Academically, this research contributes to the limited body of knowledge on Perceived Managerial support in informal and gig-economy sectors within developing regions, particularly Nigeria. It fills a crucial empirical gap by differentiating among types of Perceived Managerial support and linking them to job satisfaction in a context where such studies are scarce. The study's results will provide a foundation for future research and encourage further exploration into effective workplace interventions in similar environments. Overall, this study has the potential to enhance organizational performance, improve employee satisfaction, and promote sustainable working conditions in the growing delivery service sector in South-South Nigeria.

Review of Related Literature

Conceptual Review

Perceived Managerial support

Perceived Managerial support is widely recognized as a critical factor influencing employee attitudes, behaviors, and overall workplace outcomes. It refers to the degree to which supervisors provide assistance, guidance, and emotional backing to their subordinates, facilitating a supportive work environment that enhances job satisfaction, motivation, and performance (Kurtessis et al., 2017). Perceived Managerial support is often conceptualized as a multidimensional construct, encompassing emotional, practical (or instrumental), and informational support, each playing a unique role in meeting employees' needs. Emotional support from supervisors involves demonstrating empathy, care, and concern for employees' well-being. This type of support helps employees manage work-related stress and fosters a sense of belonging and psychological safety (Halbesleben, 2010). Emotional support has been linked to reduced burnout, higher organizational commitment, and improved mental health among workers (Shuck & Herd, 2012).

Practical or instrumental support refers to the tangible assistance supervisors provide to help employees accomplish their tasks. This includes providing resources, removing obstacles, and offering hands-on help when necessary. Practical support directly impacts job performance by enabling employees to overcome barriers and complete their work efficiently (Baruch-Feldman et al., 2002). Informational support involves sharing knowledge, guidance, and feedback to help employees understand their roles better and improve their skills. Effective informational support enhances employees' problem-solving abilities and helps them navigate organizational processes, ultimately increasing job competence and satisfaction (Beehr et al., 2010).

Research consistently shows that Perceived Managerial support positively influences job satisfaction by fulfilling employees' social and professional needs (Viswesvaran et al., 1999). It acts as a buffer against workplace stressors, promoting resilience and engagement. In contexts such as healthcare, education, and service industries, Perceived Managerial support has been linked to lower turnover intentions, higher organizational citizenship behaviors, and better overall job performance (Chaudhary et al., 2020; Gursoy et al., 2019).

In emerging economies and informal sectors, such as delivery services in Nigeria, the role of Perceived Managerial support may be even more pronounced due to challenging work conditions, resource constraints, and less formalized workplace structures (Okeke et al., 2021). However, empirical studies specifically dissecting the dimensions of Perceived Managerial support within these contexts remain limited, indicating a need for further investigation. In summary, Perceived Managerial support is a multifaceted and essential aspect of effective management that contributes significantly to employee satisfaction and organizational success. Understanding its components emotional, practical, and informational support enables organizations to design better supervisory practices tailored to employees' diverse needs.

Dimensions of Perceived Managerial support

Emotional Support

Emotional Support refers to the empathetic and caring behaviors that supervisors exhibit to help employees cope with work-related stress, anxiety, and challenges. This form of support involves showing concern, providing encouragement, listening attentively, and validating employees' feelings (Halbesleben, 2010). Emotional support contributes significantly to employees' psychological well-being by creating a safe and trusting work environment. It helps buffer the negative effects of job stressors and fosters a sense of belonging and motivation (Kurtessis et al., 2017). For instance, supervisors who recognize and respond to emotional needs can reduce feelings of burnout and increase job satisfaction (Shuck & Herd, 2012).

Practical Support

Practical Support also called instrumental support encompasses the tangible assistance supervisors provide to help employees perform their job tasks effectively. This includes allocating resources, adjusting workloads, offering hands-on help, and removing barriers that hinder performance (Baruch-Feldman et al., 2002). Practical support enables employees to complete their work more efficiently and reduces the strain caused by insufficient tools or unclear processes. It has been linked to enhanced productivity and reduced role conflict (Beehr et al., 2010). In delivery service contexts, for example, practical support might involve providing necessary equipment, transportation assistance, or flexible scheduling to meet work demands.

Informational Support

Informational Support involves the communication of knowledge, advice, and feedback that guides employees in their roles. It helps employees understand expectations, develop skills, and solve work-related problems (Beehr et al., 2010). Informational support includes coaching, mentoring, and sharing critical updates about organizational changes or job procedures. This type of support enhances employees' sense of competence and confidence, leading to better decision-making and job performance (Chaudhary et al., 2020). Supervisors who provide clear, relevant information empower their teams to navigate complex tasks and changing environments effectively. Collectively, these three types of Perceived Managerial support create a comprehensive framework that addresses the emotional, practical, and cognitive needs of employees. Their combined influence is crucial in promoting job satisfaction, engagement, and overall organizational success (Viswesvaran et al., 1999). Understanding and differentiating these dimensions allow organizations to tailor supervisory behaviors to maximize employee well-being and productivity, particularly in high-demand sectors such as delivery services where workers face diverse challenges.

Job Satisfaction

Job satisfaction refers to the extent to which employees feel positively or negatively about their jobs. It encompasses a broad range of emotional, cognitive, and behavioral responses that individuals have toward their work experiences (Spector, 1997). Job satisfaction is not only a reflection of how well a job meets the personal and professional needs of an employee but also a critical indicator of organizational health and effectiveness. It influences key outcomes such as productivity, commitment, employee retention, and overall performance.

According to Locke (1976), job satisfaction can be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. This definition emphasizes that job satisfaction is both subjective and evaluative it arises from how employees perceive various aspects of their work, including the nature of the job itself, working conditions, compensation, relationships with colleagues and supervisors, and opportunities for personal growth.

Modern perspectives on job satisfaction also emphasize its multidimensional nature. For example, it can be broken down into **intrinsic** and **extrinsic** satisfaction. Intrinsic satisfaction relates to factors internal to the job, such as recognition, responsibility, meaningfulness, and opportunities for skill use. Extrinsic satisfaction, on the other hand, relates to external job elements like salary, job security, supervision, and work conditions (Herzberg, 1966; Judge et al., 2001).

Perceived Managerial support is one of the most consistently cited factors influencing job satisfaction. Employees who perceive that their supervisors care about their well-being, provide assistance, and offer guidance are more likely to report higher job satisfaction (Kurtessis et al., 2017). This is especially true in high-stress jobs, such as delivery service roles, where supportive supervision can buffer against fatigue, uncertainty, and work overload (Halbesleben, 2010).

In the context of the delivery service industry especially in regions like South-South Nigeria job satisfaction is increasingly important due to the physically demanding and customer-facing nature of the work. These workers often operate in stressful, unpredictable environments, and their levels of satisfaction may be closely tied to how much emotional, practical, and informational support they

receive from supervisors. Low job satisfaction can lead to negative outcomes such as absenteeism, high turnover, poor customer service, and low morale, while high satisfaction promotes engagement, loyalty, and improved service delivery (Chaudhary et al., 2020). Therefore, understanding the antecedents of job satisfaction, particularly in emerging service sectors, is essential for building sustainable workforce strategies.

Theoretical Review

To examine the influence of Perceived Managerial support specifically emotional, practical (instrumental), and informational support on job satisfaction among delivery service Firms in Rivers state Nigeria, two key theories provide a strong conceptual foundation: Organizational Support Theory (OST) and the Job Demands-Resources (JD-R) Model. These theories offer complementary perspectives on how perceived support from supervisors contributes to employee outcomes such as motivation, well-being, and satisfaction.

Organizational Support Theory (OST)

Organizational Support Theory (OST), developed by Eisenberger et al. (1986), posits that employees form global beliefs about how much the organization values their contributions and cares about their well-being. Although originally focused on the organization as a whole, OST recognizes that supervisors often serve as the most visible agents of the organization. Therefore, the behaviors of supervisors whether supportive or unsupportive strongly influence employees' perceptions of organizational support (Eisenberger et al., 2002).

Perceived Managerial support becomes a proxy for organizational care. When supervisors provide emotional support, such as empathy and recognition, employees feel valued and respected. When they offer practical support, such as helping to solve problems or allocate resources, employees perceive that their work is facilitated and appreciated. Informational support, including coaching and feedback, signals investment in employee growth and competence. These perceptions, according to OST, foster a sense of reciprocal obligation employees who feel supported are more likely to respond with increased commitment, effort, and job satisfaction (Kurtessis et al., 2017).

OST also incorporates social exchange theory, which suggests that relationships are built on the exchange of resources tangible or intangible. If employees perceive that supervisors are giving them valuable support, they feel compelled to reciprocate by staying engaged and loyal to the organization. This becomes particularly relevant in the context of delivery service workers, who often work under pressure and with limited interaction with the central organization. For them, the immediate supervisor's actions significantly shape how the organization is viewed. Furthermore, studies have shown that perceived Managerial support directly predicts job satisfaction and indirectly influences it through other factors like stress reduction and psychological empowerment (Chaudhary et al., 2020). In high-demand, low-autonomy roles such as those common in the logistics and delivery sector the presence or absence of Perceived Managerial support can meaningfully impact how satisfied employees are with their jobs.

Job Demands–Resources (JD-R) Model

The Job Demands–Resources (JD-R) model, introduced by Demerouti et al. (2001) and further refined by Bakker and Demerouti (2007), is a flexible theoretical framework that explains how job characteristics influence employee well-being and performance. It divides workplace factors into job demands and job resources. Job demands are aspects of work that require sustained effort and are therefore associated with physiological and psychological costs (e.g., time pressure, physical strain, emotional labor). Job resources are physical, psychological, social, or organizational aspects that help employees reduce job demands, achieve work goals, and promote personal growth and development. In the JD-R model, Perceived Managerial support including emotional, practical, and informational dimensions functions as a critical job resource. It can buffer the impact of high demands, reduce the likelihood of burnout, and enhance employee motivation and job satisfaction

(Bakker & Demerouti, 2007). For instance, a delivery worker who experiences high workload and time pressure may be less affected if they receive regular guidance (informational support), empathy (emotional support), and assistance (practical support) from their supervisor.

The JD-R model also introduces a dual process: Impairment Process: Excessive job demands deplete mental and physical resources, leading to exhaustion and dissatisfaction. Motivational Process: Job resources foster engagement and satisfaction, especially when aligned with meaningful goals. Perceived Managerial support triggers the motivational process by enhancing feelings of competence, autonomy, and relatedness all of which are necessary for intrinsic motivation and satisfaction (Bakker et al., 2014). For delivery service workers many of whom may work under precarious conditions supervisors can act as key gatekeepers of resources that support well-being and job satisfaction.

The JD-R model is particularly useful in dynamic work environments because it does not prescribe fixed job characteristics. Instead, it recognizes that each occupation may have unique demands and resources. This flexibility makes it highly applicable to sectors like delivery services, where environmental challenges (e.g., traffic, customer expectations, weather) can be mitigated by strong supervisory relationships. Both Organizational Support Theory and the JD-R model offer rich insights into how Perceived Managerial support contributes to job satisfaction. While OST emphasizes the psychological interpretation of support as a sign of organizational value and commitment, the JD-R model highlights the functional role of support as a job resource that drives motivation and buffers stress. Together, these theories provide a robust theoretical lens to understand how emotional, practical, and informational support from supervisors can improve the job satisfaction of delivery service Firms in Rivers state Nigeria.

Empirical Review

A growing body of research has examined how different forms of Perceived Managerial support influence employee job satisfaction across various industries. Perceived Managerial support, often conceptualized as emotional, informational, and practical assistance provided by leaders, has been shown to play a pivotal role in enhancing employee well-being, performance, and satisfaction (Zhou et al., 2020). Emotional support refers to the extent to which supervisors provide empathy, care, and concern for employees; practical (or instrumental) support refers to the provision of tangible resources or assistance; while informational support includes guidance, advice, and feedback needed to complete tasks effectively (Hammer et al., 2009).

In a study conducted by Ugwu et al. (2023), the relationship between supervisor incivility (as the opposite of supportive behavior) and employee engagement was explored among 1,200 mini-bus drivers working in Southeastern Nigeria. Using a cross-sectional design and structural equation modeling, the authors found that negative supervisory behavior significantly reduced workers' engagement, even under conditions where workers were otherwise motivated. The study emphasized the necessity of respectful and supportive supervisory relationships, especially in informal or transport-related sectors where job conditions can be unstable and unpredictable. The authors concluded that training supervisors in respectful communication and conflict management could help enhance job satisfaction and reduce disengagement.

Similarly, Amah and Ahiauzu (2021) investigated the effects of perceived Perceived Managerial support on job satisfaction and employee engagement in Nigeria's banking sector. The study used survey data from 312 employees and applied regression analysis. Findings showed that both emotional and informational forms of Perceived Managerial support were positively associated with job satisfaction. The study concluded that when employees feel their supervisors genuinely care for their well-being and provide guidance, they are more likely to be satisfied with their jobs. The authors recommended that organizations adopt formal mentorship and coaching programs to enhance supervisory relationships.

In the healthcare context, a study by De Wet and Rothmann (2021) conducted among nurses in South Africa found that Perceived Managerial support, especially emotional support, had a strong

positive effect on job satisfaction and retention. Using a quantitative approach with data from 451 respondents, the authors found that nurses who felt emotionally supported by their supervisors reported higher morale, lower burnout, and a stronger intention to remain in their roles. The study concluded that in high-stress jobs, emotional support plays an even more critical role than practical assistance.

From a logistics and service delivery perspective, Okechukwu et al. (2022) conducted a study on employee satisfaction among logistics workers in Lagos State. Although not focused explicitly on Perceived Managerial support dimensions, the study highlighted that the lack of feedback (informational support), insufficient tools (practical support), and lack of recognition (emotional support) were among the leading causes of dissatisfaction. This suggests that delivery and logistics workers, whose roles involve high levels of autonomy and customer interaction, greatly benefit from consistent supervisor communication and tangible support mechanisms.

Gap in Literature

Despite these contributions, empirical studies focusing on the delivery service sector in Nigeria's South-South region remain limited. Much of the literature either centers on formal sectors like healthcare and banking or addresses generalized worker satisfaction without disaggregating types of Perceived Managerial support . Furthermore, there is a scarcity of research that examines emotional, practical, and informational support as distinct yet interconnected variables, particularly in the gig or informal sectors where delivery work is prevalent. This gap highlights the need for targeted studies that explore how different dimensions of Perceived Managerial support contribute to job satisfaction among delivery service workers operating under unique conditions, such as time pressure, safety concerns, and limited job security.

METHODOLOGY

Research Design

The study used a quantitative survey research design to examine the relationships between emotional support, practical support, informational support (Perceived Managerial support dimensions) and job satisfaction among delivery service Firms in Rivers state Nigeria.

Population of the Study

The population comprises 5 delivery service firms operating in the South-South region of Nigeria that have been in business since 2010 or earlier. Within these firms, delivery service workers (couriers, dispatch riders, drivers, etc.) form the target population.

Table 1: List of Rivers state Operating Since 2010

S/N	Name of Firm	Year Established
1	Red Star Express	1992
2	GIG Logistics (GIGL)	2012
3	EMS SpeedPost (NIPOST)	1986
4	UPS Nigeria	2010
5	Aramex Nigeria	2010

Source: Nigerian Business directory (2024)

Sample Size and Sampling Technique

The study employed a census sampling approach by including all firms in the South-South region that satisfied the specified inclusion criterion of having been operational since 2010. In addition, a purposive sampling technique was utilized to select respondents within each firm. Specifically, three delivery personnel were deliberately chosen from each organization based on defined criteria, including a minimum of six months' work experience, active involvement in delivery operations, and

willingness to participate in the study. This process resulted in a total sample size of 25 respondents drawn from five firms.

Instrument for Data Collection: Primary data were collected using a structured questionnaire designed in multiple sections. These sections captured respondents' demographic characteristics (such as age, gender, and years of service), as well as measures of emotional support, practical (instrumental) support, informational support from supervisors, and job satisfaction. All items were rated on a Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Reliability and Validity of Instrument: To ensure the robustness of the instrument, a pilot study was conducted using a sample of 15 delivery workers who were excluded from the main study. Reliability analysis was performed using Cronbach's Alpha for each construct emotional support, practical support, informational support, and job satisfaction with all scales yielding coefficients above 0.70, indicating satisfactory internal consistency. Face and content validity were established through expert review by delivery firm managers and human resource professionals, whose input informed revisions for clarity, relevance, and comprehensiveness. Furthermore, the questionnaire items were adapted from previously validated scales in established literature, thereby supporting construct validity.

Administration of Instrument: The questionnaire was administered electronically using platforms such as email, WhatsApp, and Google Forms, depending on respondents' accessibility and preference. Regular follow-up communications were undertaken to improve response rates. Participants were assured of confidentiality and anonymity to promote candid and reliable responses.

Method of Data Analysis: Data analysis involved both descriptive and inferential statistical techniques. Descriptive statistics, including mean and standard deviation, were used to summarize respondents' perceptions of emotional support, practical support, informational support, and job satisfaction. For hypothesis testing, the Pearson Product Moment Correlation Coefficient (PPMCC) was applied to examine the relationships between the dimensions of perceived managerial support and job satisfaction. In addition, multiple regression analysis was conducted to assess the predictive influence of each dimension of perceived managerial support on job satisfaction among delivery service workers.

Result

- 1) What is the relationship between Emotional Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria?

Table 2: Descriptive Statistics on Emotional Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria

	N	Min	Max	Sum	Mean	Std. Dev
My supervisor genuinely cares about my emotional well-being.	25	1	5	79	3.16	1.405
I feel valued and appreciated by my supervisor.	25	1	5	79	3.16	1.519
When I face personal challenges, my supervisor is supportive.	25	1	5	78	3.12	1.453
I am satisfied with my job because my supervisor is emotionally supportive.	25	1	5	75	3.00	1.607
Valid N (listwise)	25					

Source: Research Survey Data (2025) via SPSS version 22

The descriptive statistics for emotional support and job satisfaction among delivery service workers show moderate levels of agreement with the statements regarding supervisor emotional support. Based on data from 25 respondents: The mean scores for items such as "My supervisor genuinely cares about my emotional well-being" and "I feel valued and appreciated by my supervisor" both stood at 3.16, indicating a moderate perception of emotional support. The item "When I face personal challenges, my supervisor is supportive" had a mean of 3.12, suggesting that workers generally agree their supervisors provide emotional support during difficult times. The statement "I am satisfied with my job because my supervisor is emotionally supportive" recorded the lowest mean of 3.00, which still reflects a neutral to slightly positive job satisfaction related to emotional support. Standard deviations ranged from 1.405 to 1.607, indicating some variability in responses among participants. Overall, these results suggest that emotional support from supervisors is perceived to be moderately present and is associated with job satisfaction among delivery Firms in Rivers state Nigeria.

- 2) What is the relationship between Practical Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria?

Table 3: Descriptive Statistics on Practical Support and Job Satisfaction among delivery service workers

	N	Min	Max	Sum	Mean	Std. Dev
My supervisor ensures I have the tools and resources I need to do my job well.	25	1	5	73	2.92	1.470
When I need help with tasks, my supervisor is willing to assist me.	25	1	5	73	2.92	1.498
I receive sufficient logistical support (e.g., working bikes, phones) to perform deliveries.	25	1	5	71	2.84	1.405
I am more satisfied with my job when my supervisor offers practical assistance.	25	1	5	66	2.64	1.524
Valid N (listwise)	25					

Source: Research Survey Data (2025) via SPSS version 22

The descriptive statistics for practical support and job satisfaction reveal relatively moderate to slightly lower levels of perceived practical support from supervisors among delivery service workers. Based on responses from 25 participants: The items "My supervisor ensures I have the tools and resources I need to do my job well" and "When I need help with tasks, my supervisor is willing to assist me" both recorded mean scores of 2.92, indicating a somewhat neutral to slightly positive perception of practical support.

The statement "I receive sufficient logistical support (e.g., working bikes, phones) to perform deliveries" had a mean of 2.84, suggesting that some workers feel there is limited logistical support available. The item "I am more satisfied with my job when my supervisor offers practical assistance" had the lowest mean of 2.64, indicating that practical support has a moderate but less strong impact on job satisfaction. Standard deviations ranged from 1.405 to 1.524, showing moderate variability in responses. Overall, these findings suggest that while practical support from supervisors is present

to some extent, it is perceived at a lower level compared to emotional support, and its influence on job satisfaction among delivery Firms in Rivers state Nigeria may be less pronounced.

- 3) What is the relationship between Informational Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria?

Table 4: Descriptive Statistics on Informational Support and Job Satisfaction among delivery service

	N	Min	Max	Sum	Mean	Std. Dev
My supervisor provides clear instructions and job-related information.	25	1	5	78	3.12	1.364
I get helpful feedback from my supervisor to improve my work.	25	1	5	78	3.12	1.481
My supervisor informs me about changes that affect my work.	25	1	5	77	3.08	1.412
I am more satisfied with my job because I receive useful guidance from my supervisor.	25	1	5	72	2.88	1.563
Valid N (listwise)	25					

Source: Research Survey Data (2025) via SPSS version 22

The descriptive statistics related to informational support and job satisfaction indicate a generally moderate perception of the clarity and usefulness of information provided by supervisors. Based on data from 25 respondents: The items "My supervisor provides clear instructions and job-related information" and "I get helpful feedback from my supervisor to improve my work" both recorded mean scores of 3.12, reflecting a moderate level of agreement that supervisors provide adequate informational support. The statement "My supervisor informs me about changes that affect my work" had a mean of 3.08, suggesting that workers generally feel informed about work-related changes. The item "I am more satisfied with my job because I receive useful guidance from my supervisor" had a slightly lower mean of 2.88, indicating a modest influence of informational support on job satisfaction. Standard deviations ranged from 1.364 to 1.563, showing variability in responses across the sample. Overall, these findings suggest that informational support from supervisors is moderately perceived among delivery service workers and has a positive, though somewhat limited, association with job satisfaction in South-South Nigeria.

Hypotheses Testing

H0₁: There is no significant relationship between Emotional Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria.

Table 5: Correlations on Emotional Support and Job Satisfaction

		Emotional Support	Job Satisfaction
Emotional Support	Pearson Correlation	1	.550**
	Sig. (2-tailed)		.004
	N	25	25
Job Satisfaction	Pearson Correlation	.550**	1
	Sig. (2-tailed)	.004	
	N	25	25

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

The analysis of the relationship between Emotional Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria revealed a statistically significant positive correlation. Specifically, the Pearson correlation coefficient was 0.550 with a p-value of 0.004 ($p < 0.01$), indicating a moderate positive relationship between the two variables. This suggests that higher levels of emotional support from supervisors are associated with increased job satisfaction among delivery workers. Therefore, the null hypothesis (H_{01}), which states that there is no significant relationship between emotional support and job satisfaction, is rejected. The findings imply that emotional support plays an important role in enhancing job satisfaction in this context.

H_{02} : There is no significant relationship between Practical Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria.

Table 6: Correlations on Practical Support and Job Satisfaction

		Practical Support	Job Satisfaction
Practical Support	Pearson Correlation	1	.407*
	Sig. (2-tailed)		.044
	N	25	25
Job Satisfaction	Pearson Correlation	.407*	1
	Sig. (2-tailed)	.044	
	N	25	25

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis examining the relationship between Practical Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria revealed a statistically significant positive association. The Pearson correlation coefficient was 0.407 with a p-value of 0.044 ($p < 0.05$), indicating a moderate positive relationship between practical support from supervisors and workers' job satisfaction. This result leads to the rejection of the null hypothesis (H_{02}), which stated that there is no significant relationship between practical support and job satisfaction. The findings suggest that practical support, such as providing necessary tools and assistance, contributes positively to the job satisfaction of delivery service workers in this region.

H_{03} : There is no significant relationship between Informational Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria.

Table 7: Correlations on Informational Support and Job Satisfaction

		Informational Support	Job Satisfaction
Informational Support	Pearson Correlation	1	.625**
	Sig. (2-tailed)		.001
	N	25	25
Job Satisfaction	Pearson Correlation	.625**	1

Sig. (2-tailed)	.001	
N	25	25

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

The correlation analysis investigating the relationship between Informational Support and Job Satisfaction among delivery service Firms in Rivers state Nigeria showed a statistically significant positive correlation. The Pearson correlation coefficient was 0.625 with a p-value of 0.001 ($p < 0.01$), indicating a strong positive relationship between the informational support provided by supervisors and the job satisfaction of the workers. This finding leads to the rejection of the null hypothesis (H03), which posited no significant relationship between informational support and job satisfaction. The results suggest that clear communication, feedback, and guidance from supervisors play a crucial role in enhancing job satisfaction among delivery service workers in this region.

Table 8: Summary of Hypotheses Testing Results

Hypothesis	Statement	Pearson Correlation (r)	p-value	Decision	Interpretation
H01	There is no significant relationship between Emotional Support and Job Satisfaction	0.550**	0.004	Rejected	Moderate, significant positive relationship
H02	There is no significant relationship between Practical Support and Job Satisfaction	0.407*	0.044	Rejected	Moderate, significant positive relationship
H03	There is no significant relationship between Informational Support and Job Satisfaction	0.625**	0.001	Rejected	Strong, significant positive relationship

Note:

$p < 0.05 = \text{significant } ($)

$p < 0.01 = \text{highly significant } (**)$

Discussion of Findings

The results of this study highlight the significant influence of perceived managerial support encompassing emotional, practical, and informational dimensions on job satisfaction among delivery service firms in Rivers State, Nigeria. These findings are consistent with existing literature that underscores the importance of supervisory support, showing that employees who perceive their managers as supportive report higher satisfaction, increased engagement, and improved overall well-being (Zhou et al., 2020; Hammer et al., 2009). Emotional support exhibited a moderate and statistically significant positive correlation with job satisfaction ($r = .550, p < .01$). This aligns with De Wet and Rothmann (2021), who identified emotional support as a key determinant of job satisfaction among nurses in South Africa. In high-stress environments whether healthcare or delivery services employees benefit from supervisors who recognize and respond to their emotional and psychological needs. Similarly, Amah and Ahiauzu (2021) found that empathetic and caring supervisory behaviour in the Nigerian banking sector enhanced employees' job satisfaction. These findings reinforce the notion that emotional support is a fundamental component of effective supervision, particularly in physically and mentally demanding occupations such as delivery services. Practical (instrumental) support showed a moderate but significant relationship with job satisfaction ($r = .407, p < .05$). While slightly weaker than the correlations for emotional and informational support, practical support remains a vital factor. This result mirrors the observations of Okechukwu et al. (2022), who reported that the lack of essential tools, logistical resources, and infrastructural support (e.g., delivery vehicles, communication devices) contributed to dissatisfaction among logistics workers in Lagos. For delivery personnel, the absence of practical resources directly impacts their ability to perform tasks effectively, which in turn affects motivation and overall satisfaction.

Together, emotional and practical support address both psychological and operational needs, highlighting the importance of a balanced supervisory approach.

Informational support demonstrated the strongest positive association with job satisfaction ($r = .625, p < .01$), emphasizing the critical role of clear guidance, timely feedback, and effective communication in sustaining worker morale. These findings are consistent with Amah and Ahiauzu (2021), who emphasized that supervisory guidance and information-sharing are essential for employee engagement. Okechukwu et al. (2022) similarly reported that a lack of regular feedback contributed to dissatisfaction among logistics staff, highlighting that field-based employees, who often work independently, rely heavily on accessible and timely information from supervisors.

The relevance of supportive supervision is further corroborated by Ugwu et al. (2023), whose study on supervisor incivility among transport workers in Southeastern Nigeria illustrates that poor supervisory conduct diminishes engagement and satisfaction. While their focus was on negative behaviors, their conclusions reinforce the current study's assertion that respectful and supportive leadership is critical for maintaining employee motivation. In summary, this study confirms that emotional, practical, and informational support from supervisors are all positively and significantly related to job satisfaction among delivery service firms in Rivers State, Nigeria. Emotional and informational support, in particular, show strong positive relationships, highlighting the importance of supervisors who combine empathy with effective communication. These findings resonate with research across sectors such as healthcare, banking, and logistics, underscoring the universal value of supportive supervisory practices. Uniquely, this study contributes to the literature by focusing on the delivery service sector in Nigeria a rapidly expanding but under-researched segment providing insights that are directly relevant to improving management practices in this context.

CONCLUSION

This study examined the relationship between perceived managerial support divided into emotional, practical, and informational dimensions and job satisfaction among delivery service firms in Rivers State, Nigeria. The results indicate that all three forms of support are significantly and positively associated with job satisfaction, with emotional and informational support exhibiting the strongest effects. These findings suggest that when supervisors provide clear instructions, demonstrate genuine care, and offer practical assistance, delivery workers experience higher levels of job satisfaction. Considering the demanding and often stressful nature of delivery work, such supervisory support is not merely beneficial but essential for sustaining employee morale, productivity, and retention. Overall, the study highlights the pivotal role of supervisors in shaping employees' daily work experiences and promoting their well-being within the logistics and service delivery sectors.

RECOMMENDATIONS

Based on the study's findings, the following three actionable recommendations are proposed:

1. Delivery companies should invest in targeted training for supervisors to enhance their emotional intelligence, empathy, and communication skills. This will equip them to offer meaningful emotional and informational support, improving worker morale and engagement. Role-playing, conflict resolution, and active listening exercises can be integrated into such programs.
2. Practical support is essential in a logistics environment. Employers should establish a system that guarantees delivery personnel have consistent access to necessary tools such as functional bikes, communication devices, and safety equipment. Routine audits and maintenance schedules should be enforced to minimize downtime and frustration.
3. Create formal mechanisms (e.g., weekly briefings, mobile communication platforms, or digital feedback tools) that enable supervisors to relay clear instructions, provide constructive feedback, and share updates promptly. This enhances informational support, reduces errors, and fosters a culture of openness and accountability.

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Appendix A **Questionnaire**

Title: Perceived Managerial support and Job Satisfaction Among Delivery Service Firms in Rivers state Nigeria.:

1. Emotional Support and Job Satisfaction
2. Practical Support and Job Satisfaction
3. Informational Support and Job Satisfaction

Each item is aligned with one of the three objectives, and respondents will rate their agreement on a scale from: **SA** = Strongly Agree, **A** = Agree, **N** = Neutral (*optional but often included*), **D** = Disagree, **SD** = Strongly Disagree

Questionnaire Items

S/N	Item	SA	A	N	D	SD
Emotional Support and Job Satisfaction						
1	My supervisor genuinely cares about my emotional well-being.					
2	I feel valued and appreciated by my supervisor.					
3	When I face personal challenges, my supervisor is supportive.					
4	I am satisfied with my job because my supervisor is emotionally supportive.					
Practical Support and Job Satisfaction						
5	My supervisor ensures I have the tools and resources I need to do my job well.					
6	When I need help with tasks, my supervisor is willing to assist me.					
7	I receive sufficient logistical support (e.g., working bikes, phones) to perform deliveries.					
8	I am more satisfied with my job when my supervisor offers practical assistance.					
Informational Support and Job Satisfaction						
9	My supervisor provides clear instructions and job-related information.					
10	I get helpful feedback from my supervisor to improve my work.					
11	My supervisor informs me about changes that affect my work.					
12	I am more satisfied with my job because I receive useful guidance from my supervisor.					

Appendix B
SPSS Output

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		My supervisor genuinely cares about my emotional well-being.	I feel valued and appreciated by my supervisor.	When I face personal challenges, my supervisor is supportive.	I am satisfied with my job because my supervisor is emotionally supportive.
N	Valid	25	25	25	25
	Missing	0	0	0	0
Mean		3.16	3.16	3.12	3.00
Minimum		1	1	1	1
Maximum		5	5	5	5
Sum		79	79	78	75
Percentiles	25	2.00	2.00	2.00	1.50
	50	3.00	3.00	3.00	3.00
	75	4.00	5.00	4.50	5.00

Frequency Table

My supervisor genuinely cares about my emotional well-being.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	24.0	24.0	24.0
	3	7	28.0	28.0	52.0
	4	8	32.0	32.0	84.0
	5	4	16.0	16.0	100.0
	Total	25	100.0	100.0	

I feel valued and appreciated by my supervisor.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	16.0	16.0	16.0
	2	6	24.0	24.0	40.0
	3	5	20.0	20.0	60.0
	4	2	8.0	8.0	68.0
	5	8	32.0	32.0	100.0
	Total	25	100.0	100.0	

When I face personal challenges, my supervisor is supportive.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	16.0	16.0	16.0
	2	6	24.0	24.0	40.0
	3	4	16.0	16.0	56.0
	4	5	20.0	20.0	76.0
	5	6	24.0	24.0	100.0
	Total	25	100.0	100.0	

I am satisfied with my job because my supervisor is emotionally supportive.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	24.0	24.0	24.0
	2	6	24.0	24.0	48.0
	3	2	8.0	8.0	56.0
	4	4	16.0	16.0	72.0
	5	7	28.0	28.0	100.0
	Total	25	100.0	100.0	

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Descriptive Statistics							
	N	Minimum	Maximum	Sum	Mean	Std. Deviation	
My supervisor genuinely cares about my emotional well-being.	25	1	5	79	3.16	1.405	
I feel valued and appreciated by my supervisor.	25	1	5	79	3.16	1.519	
When I face personal challenges, my supervisor is supportive.	25	1	5	78	3.12	1.453	
I am satisfied with my job because my supervisor is emotionally supportive.	25	1	5	75	3.00	1.607	
Valid N (listwise)	25						

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		Statistics			
		My supervisor ensures I have the tools and resources I need to do my job well.	When I need help with tasks, my supervisor is willing to assist me.	I receive sufficient logistical support (e.g., working bikes, phones) to perform deliveries.	I am more satisfied with my job when my supervisor offers practical assistance.
N	Valid	25	25	25	25
	Missing	0	0	0	0
Mean		2.92	2.92	2.84	2.64
Minimum		1	1	1	1
Maximum		5	5	5	5
Sum		73	73	71	66
Percentiles	25	1.00	2.00	2.00	1.00
	50	3.00	3.00	3.00	2.00
	75	4.00	4.50	4.00	4.00

Frequency Table

My supervisor ensures I have the tools and resources I need to do my job well.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	32.0	32.0	32.0
	3	6	24.0	24.0	56.0
	4	8	32.0	32.0	88.0
	5	3	12.0	12.0	100.0
	Total	25	100.0	100.0	

When I need help with tasks, my supervisor is willing to assist me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	20.0	20.0	20.0
	2	7	28.0	28.0	48.0

	3	4	16.0	16.0	64.0
	4	3	12.0	12.0	76.0
	5	6	24.0	24.0	100.0
	Total	25	100.0	100.0	

I receive sufficient logistical support (e.g., working bikes, phones) to perform deliveries.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	20.0	20.0	20.0
	2	7	28.0	28.0	48.0
	3	4	16.0	16.0	64.0
	4	5	20.0	20.0	84.0
	5	4	16.0	16.0	100.0
	Total	25	100.0	100.0	

I am more satisfied with my job when my supervisor offers practical assistance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	28.0	28.0	28.0
	2	8	32.0	32.0	60.0
	3	2	8.0	8.0	68.0
	4	3	12.0	12.0	80.0
	5	5	20.0	20.0	100.0
	Total	25	100.0	100.0	

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	Descriptive Statistics					
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
My supervisor ensures I have the tools and resources I need to do my job well.	25	1	5	73	2.92	1.470
When I need help with tasks, my supervisor is willing to assist me.	25	1	5	73	2.92	1.498
I receive sufficient logistical support (e.g., working bikes, phones) to perform deliveries.	25	1	5	71	2.84	1.405
I am more satisfied with my job when my supervisor offers practical assistance.	25	1	5	66	2.64	1.524
Valid N (listwise)	25					

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		Statistics			
		My supervisor provides clear instructions and job-related information.	I get helpful feedback from my supervisor to improve my work.	My supervisor informs me about changes that affect my work.	I am more satisfied with my job because I receive useful guidance from my supervisor.
N	Valid	25	25	25	25
	Missing	0	0	0	0
Mean		3.12	3.12	3.08	2.88
Minimum		1	1	1	1
Maximum		5	5	5	5
Sum		78	78	77	72
Percentiles	25	2.00	2.00	2.00	1.50
	50	3.00	3.00	3.00	2.00
	75	4.00	5.00	4.00	4.50

Frequency Table

My supervisor provides clear instructions and job-related information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	24.0	24.0	24.0
	3	7	28.0	28.0	52.0
	4	9	36.0	36.0	88.0
	5	3	12.0	12.0	100.0
	Total	25	100.0	100.0	

I get helpful feedback from my supervisor to improve my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	16.0	16.0	16.0
	2	6	24.0	24.0	40.0
	3	5	20.0	20.0	60.0
	4	3	12.0	12.0	72.0
	5	7	28.0	28.0	100.0
	Total	25	100.0	100.0	

My supervisor informs me about changes that affect my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	16.0	16.0	16.0
	2	6	24.0	24.0	40.0
	3	4	16.0	16.0	56.0
	4	6	24.0	24.0	80.0
	5	5	20.0	20.0	100.0
	Total	25	100.0	100.0	

I am more satisfied with my job because I receive useful guidance from my supervisor.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	24.0	24.0	24.0
	2	7	28.0	28.0	52.0
	3	2	8.0	8.0	60.0
	4	4	16.0	16.0	76.0
	5	6	24.0	24.0	100.0
	Total	25	100.0	100.0	

DESCRIPTIVES VARIABLES=VAR00001 VAR00002 VAR00003 VAR00004
 /STATISTICS=MEAN SUM STDDEV MIN MAX.

Descriptives

Notes		
Output Created		02-OCT-2025 03:49:00
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	25
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.

Syntax	DESCRIPTIVES VARIABLES=VAR00001 VAR00002 VAR00003 VAR00004 /STATISTICS=MEAN SUM STDDEV MIN MAX.	
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

	Descriptive Statistics					
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
My supervisor provides clear instructions and job-related information.	25	1	5	78	3.12	1.364
I get helpful feedback from my supervisor to improve my work.	25	1	5	78	3.12	1.481
My supervisor informs me about changes that affect my work.	25	1	5	77	3.08	1.412
I am more satisfied with my job because I receive useful guidance from my supervisor.	25	1	5	72	2.88	1.563
Valid N (listwise)	25					

CORRELATIONS
/VARIABLES=VAR00001 VAR00002
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

Correlations

Notes		
Output Created	02-OCT-2025 03:52:31	
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	25
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.

Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.	
Syntax	CORRELATIONS /VARIABLES=VAR00001 VAR00002 /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.	
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Correlations

		Emotional Support	Job Satisfaction
Emotional Support	Pearson Correlation	1	.550**
	Sig. (2-tailed)		.004
	N	25	25
Job Satisfaction	Pearson Correlation	.550**	1
	Sig. (2-tailed)	.004	
	N	25	25

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

```
CORRELATIONS
/VARIABLES=VAR00001 VAR00002
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.
```

Correlations

Notes		
Output Created	02-OCT-2025 03:54:02	
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	25
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.

Syntax		CORRELATIONS /VARIABLES=VAR00001 VAR00002 /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Correlations

		Practical Support	Job Satisfaction
Practical Support	Pearson Correlation	1	.407*
	Sig. (2-tailed)		.044
	N	25	25
Job Satisfaction	Pearson Correlation	.407*	1
	Sig. (2-tailed)	.044	
	N	25	25

*. Correlation is significant at the 0.05 level (2-tailed).

```
CORRELATIONS
/VARIABLES=VAR00001 VAR00002
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.
```

Correlations

Notes

Output Created		02-OCT-2025 03:57:14
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	25
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=VAR00001 VAR00002 /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.02

Correlations

		Informational Support	Job Satisfaction
Informational Support	Pearson Correlation	1	.625**
	Sig. (2-tailed)		.001
	N	25	25
Job Satisfaction	Pearson Correlation	.625**	1
	Sig. (2-tailed)	.001	
	N	25	25

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