Bullying at Work and Job Satisfaction: The Role of Perceived Organizational Support

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Abstract

Aim: Job satisfaction is an important indicator of employee well-being and organizational behaviour. Intense negative work relationships (i.e. bullying) can reduce job satisfaction. Perceived organizational support (POS) is one factor that could modify this relationship (Kurtessis et al., 2017), but its role in the relationship between bullying at work and job satisfaction remains unclear (Francis, 2014). Therefore, this study aims to verify the hypothesis that perceived organizational support moderates the relationship between bullying and job satisfaction.

Method: $N = 203$ administrative employees participated in an anonymous cross-sectional questionnaire survey. The *Negative Acts Questionnaire* (NAQ), *the Perceived Organizational Support Scale* (POS), the *Job Satisfaction Scale* (JSS) and the *Job Affect Scale* (JAS) were used. To verify the hypothesis, a hierarchical regression analysis was conducted using SPSS 29.0 software.

Results: A significant interaction effect between negative acts and perceived organizational support was found to be related to job satisfaction and negative affect. However, the protective role of support was revealed only in cases of low intensity of negative acts. The job satisfaction in the group of unsupported employees declined faster than in the group of supported employees; for the latter group, job satisfaction was not significantly related to the negative acts experienced. Exposure to negative behaviors increased negative affect in both low and high POS employees. An inverse buffer effect of support emerged among employees who perceived high organizational support and experienced intense work-related acts. No interaction was found for positive affect.

Conclusion: Based on the collected data, it can be cautiously concluded that perceived organizational support offers employees limited protection against reduced job satisfaction when they experience intense negative acts at work, and that it may exacerbate tension

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and negative emotions in some cases. Studies investigating the moderating role of POS in the relationship between bullying at work and job satisfaction should consider both the three components of job satisfaction and the various types of negative behaviors (directed at work or the employee's personal sphere) due to the different relationship between these variables.

Keywords: bullying, job satisfaction, perceived organizational support

Job satisfaction is an important factor in mental health at work (Allan et al., 2016) and organizational behavior, such as job commitment (Gargi et al., 2018; Osbourne, 2015; Shaufeli, 2012), citizenship behavior (Chiaburu et al., 2021; Crede et al., 2007; Paliga, 2021), counterproductive behavior (Czarnota-Bojarska, 2015), attachment to the organization (Valaei & Rezaei, 2016), propensity to quit, absenteeism (Locke, 1969), and, to a lesser extent, job performance (Sigursteinsdottir et al., 2022). It is also a predictor of employees' quality of life (Wolowska, 2013). For this reason, learning about the factors that shape it is important for organizations and their members. Job satisfaction is a multidimensional concept, most often defined as an attitude (Jasinski & Derbis, 2019; Wudarzewski, 2013; Zalewska, 2002, 2003), with its cognitive dimenion (judgments, opinions about the work performed) and affective dimension (emotions felt at work and towards work) and – less frequently articulated – behavioral aspect (behaviors towards the work performed) (Paliga, 2021). The cognitive and affective dimensions of job satisfaction can be influenced by various factors, resulting in different outcomes. This is why they are typically examined as distinct concepts (Wudarzewski, 2016; Zalewska, 2003). The cognitive dimension, or judgment about work performed, is the result of conscious reflection and comparisons. Positive and negative emotions experienced at work are treated as separate dimensions and can have different effects: positive affect tends to impact task performance, while negative affect is more closely linked to health (Diener et al., 1985; Herzberg et al., 1959, cited in Zalewska, 2002). Similarly to the concept of life satisfaction, the cognitive aspect of job satisfaction is less susceptible to short-term fluctuations and changes (Diener, 1984), unlike the affective component (Czapiński, 1994, 2004). Job satisfaction can be studied as a general construct (Wudarzewski, 2013) or as a composite of satisfaction with individual components of work (sub-satisfactions). Employees who score similarly in terms of job satisfaction may differ significantly in terms of satisfaction with different aspects of work. This may be further determined by inter-individual variation in the weights assigned to different aspects of work (Paliga, 2021). Numerous factors determine job satisfaction, among others: managerial behaviour, support from superiors and the quality of social relationships at work (Alegrei et al., 2016; Hauk, 2018; Jasinski & Derbis, 2019; Paliga, 2021). Workplace bullying refers to acts or behaviours directed at a co-worker that include ridicule, intimidation and humiliation. These behaviours are characterised by persistence, regularity and duration, and lead to the employee being isolated and excluded from the team (Law of 26/06/1974, Labour Code, Article 94³, Official Journal 2025.277).

Intense and prolonged negative acts are referred to as bullying (Einarsen et al., 2020; Nielsen & Einarsen, 2018; Nielsen et al., 2024; Notelaers et al., 2006). Cross-sectional and longitudinal studies of the consequences of such behavior at work have proven their adverse effects on employees' mental health and organizational behaviour (Mikkelsen et al., 2020; Nielsen & Einarsen, 2012). Experiencing bullying at work is associated with a greater likelihood of changing jobs (Mikkelsen et al., 2020), reduced organizational citizenship behaviour (Tsai et al., 2022), weaker job commitment (Steele et al., 2020) and lower job satisfaction (Chowdhury et al., 2023; Nielsen & Einarsen, 2012; Quine, 2003; Steeves et al., 2022). The strength of the association between negative acts and job satisfaction is moderate ($r = -.34$, Chowdhury et al., 2023; $r = -.44$, Carroll & Lauzier, 2014). This association has been confirmed in longitudinal studies ($r = -.45$; Rodriguez-Muñoz et al., 2009) and in a meta-analysis of studies of witnesses to bullying ($r = -.33$; Nielsen et al., 2024). In a study by Steeves and colleagues (2022), bullying explained between 4% and 6% of the variance in job satisfaction. One of the factors that may modify this relationship is perceived organizational support, which is one of the subjective components of organizational behaviour.

Perceived organizational support refers to employees' belief that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). It is related to the level of organizational justice and the actual support received, particularly from a supervisor (supervisory perceived support; Jolly et al., 2021), as well as to other factors. It can modify the relationship between occupational stress and organizational behaviour (e.g. work engagement, job performance and job satisfaction) and health (Eisenberger et al., 2020; Rhoades & Eisenberger, 2002). However, previous research on the moderating role of perceived organizational support in the relationship between intense negative acts experienced by employees and their subjective outcomes has provided inconclusive results (Carroll & Lauzier, 2014; Cassidy et al., 2014; Farley et al., 2023; Francis, 2014). It has been found to correlate more strongly with negative acts from superiors than from co-workers (Buriro et al., 2022), which is consistent with the theoretical meaning of this construct. It had a protective effect on the consequences of workplace bullying, such as the intention to leave the company (Djurkovic et al., 2008), job performance (Mehmood et al., 2024) and counterproductive behaviour (Naseer et al., 2018). However, a meta-analysis of the role of perceived organizational support in the relationship between workplace bullying and well-being (Farley et al., 2023) found that it only played a protective role against job performance in three out of six studies (Cooper-Thomas et al., 2013; Gardner & Rasmussen, 2018), and against job satisfaction and burnout in one study (Hayat & Afshari, 2020). Other studies have demonstrated that perceived organizational support acts as a mediator rather than a moderator in the relationship between workplace bullying and its outcomes, such as job burnout and distress (Naseer & Raja, 2021). This study aims to test the hypothesis that perceived organizational support moderates the relationship between bullying and the constructs included in the concept of job satisfaction: cognitive job satisfaction, positive affect, and negative affect at work. Three hypotheses were formulated for the three dimensions of job satisfaction studied.

H1: Perceived organizational support has a moderating role in the relationship between negative acts and the job satisfaction. When negative acts escalate, employees who perceive high levels of organizational support are characterised by higher job satisfaction than those who perceive low levels of organizational support.

H2: Perceived organizational support has a moderating role in the relationship between negative acts and positive affect experienced at work. Those employees who perceive high levels of organizational support experience stronger positive affect in response to intense negative actions than those who perceive low levels of organizational support.

H3: Perceived organizational support has a moderating role in the relationship between negative acts and negative affect. When the intensity of negative acts increase, employees with a high degree of perceived organizational support experience less negative affect than those with a low degree of perceived organizational support.

Method

Study Participants

The study included $n = 203$ public administration employees (from offices and courts), 79.8% of whom were women. The average age was 38.25 ($SD = 8.54$), the average length of service was 15.47 ($SD = 8.82$) and the average length of service in the current workplace was 9.03 ($SD = 8.41$). 8.9% of respondent held a managerial position, and 78.8 % had a higher education qualification.

Tools

The negative acts experienced by the study participants were measured using the *Negative Acts Questionnaire* (NAQ) (Einarsen & Raknes, 1997; Warszewska-Makuch, 2007). This questionnaire is used to diagnose the intensity of negative behaviors experienced by an employee over the past six months. It allows to measure the intensity of negative acts aimed at the personal sphere (NAQ_personal); at the work-related sphere (NAQ_work); and the overall negative acts intensity (NAQ_total). The questionnaire's reliability in the present study was excellent for the entire scale ($\alpha = .94$) and for the subscales: person-related acts ($\alpha = .93$) and work-related acts ($\alpha = .85$). To measure perceived organizational support, the *Perceived Organizational Support Scale* (Eisenberger et al., 1986) in the Polish adaptation by Wojtkowska et al. (2016) was used. The scale allows for a single index of perceived organizational support (total score on the test); in this study, good internal consistency was obtained for the entire scale ($\alpha = .88$). The cognitive aspect of job satisfaction was measured using the *Job Satisfaction Scale* (Zalewska, 2003) ($\alpha = .86$). The indicator of job satisfaction was the total scale

score. The emotional aspect of job satisfaction was measured using a Polish adaptation of Brief and colleagues' scale – the *Work Affect Scale* (Zalewska, 2002). Indicators of the strength of the positive affect and negative affect experienced at work, respectively, were scores on the positive affect and negative affect subscales. Reliability analysis showed satisfactory internal consistency of the scales for negative affect ($\alpha = .85$) and positive affect ($\alpha = .74$), respectively.

Study Procedure

An anonymous cross-sectional study was conducted in a city with county rights in northern Poland. Questionnaires were administered and collected through direct contact with survey participants. The methods for measuring job satisfaction were presented first, followed by perceived organizational support and, finally, negative act measure. A brief statement outlining the purpose of the survey and providing assurances about the confidentiality of the answers given was attached to each set of questionnaires. This procedure was intended to reduce potential problems associated with self-reporting methods (Podsakoff et al., 2003).

Data Analysis Methods

Statistical analyses were performed using IBM SPSS 29.0. The skewness of the variables studied was within acceptable limits of moderate asymmetry (–2 to +2) (George & Mallery, 2021). To verify the hypotheses, a hierarchical linear regression analysis with an interaction component was conducted. Subsequent hypotheses were verified separately for the predictors of negative total acts, negative work-related acts, and negative person-related acts. Significant interaction effects were analysed at two moderator levels by choosing the median value as the dividing point to create two categories of perceived support: low (below the median) and high (above the median). Interactions were presented graphically in the Figures 1–3.

Results

Table 1 provides descriptive statistics and intercorrelations of the study variables. There was a moderate-strength association between job satisfaction and experienced negative acts, as well as perceived organizational support, which is similar to the results of other studies discussed above.

Bullying, Perceived Organizational Support and Job Satisfaction

A hierarchical regression analysis found no significant interaction effect for negative acts total score ($\beta = .112$, $p = .072$) or work-related negative acts ($\beta = .106$,

$p = .113$). However, a significant relationship was found between perceived organizational support and job satisfaction (for NAQ_total: $\beta = .506$, $p < .001$; for NAQ_work: $\beta = .50$, $p < .001$). Both tested models fitted well to the data [for NAQ_total: $F(3, 199) = 26.85$, $p < .001$; for NAQ_work: $F(3, 199) = 26.45$, $p < .001$]. A significant relationship between perceived organizational support and job satisfaction ($\beta = .515$, $p < .001$) also emerged for person-related negative acts. Additionally, a significant interaction effect was revealed ($\beta = .141$, $p = .039$), and the model with an interaction component was a good fit for the data [$F(3, 199) = 27.27$, $p < .001$]. This effect remained significant when controlling for age, length of service, and position (managerial/non-managerial) ($\beta = .139$, $p < .043$). Introducing an interaction term into the model slightly but significantly increased the proportion of variance in job satisfaction explained (by 1.5%). Among those with low perceived organizational support, the correlation between person-related negative acts and job satisfaction was weak and negative but statistically significant ($\beta = -.20$, $p = .038$). In contrast, among those with high perceived support, this correlation was not statistically significant ($\beta = -.014$, $p = .892$, $F(1, 94) = 0.02$, $p = .892$).

Table 1

Descriptive Statistics and Intercorrelations of the Variables Studied (all Pearson's Coefficients Are Significant at p < .05)
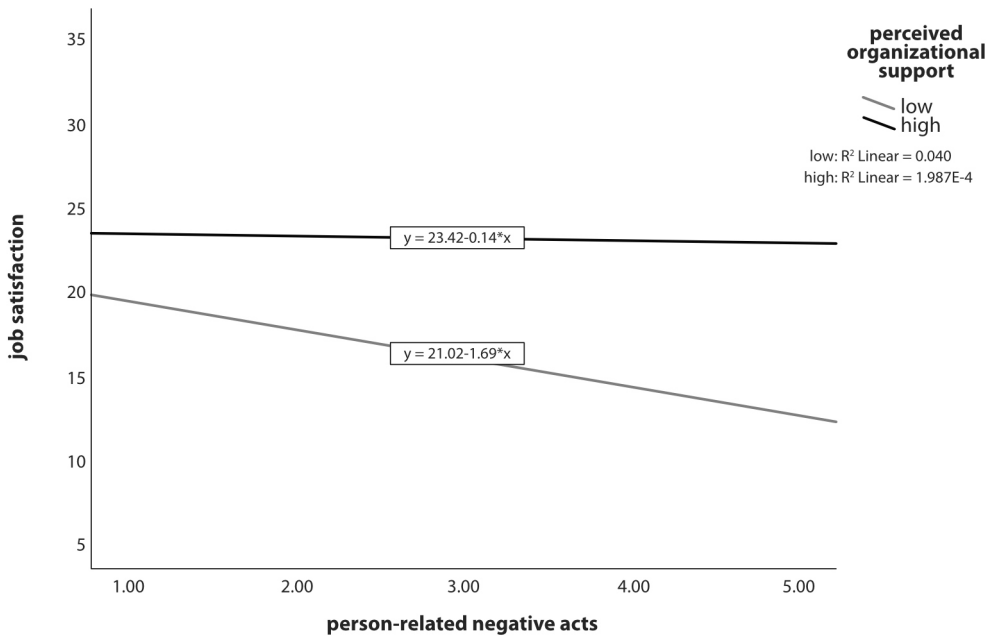
	M	*SD*	**Skewness**	**Kurtosis**	**1**	**2**	**3**	**4**	**5**	**6**
Job satisfaction	4.13	1.12	−0.13	−0.17						
Negative affect at work	3.43	1.04	−0.39	−0.63	−.54					
Positive affect at work	4.26	1.08	−0.39	0.06	.65	−.65				
Perceived organizational support	3.45	1.35	0.33	−0.17	.52	−.42	.50			
Person-related negative acts	1.44	0.63	1.92	3.80	−.24	.42	−.27	−.30		
Work-related negative acts	1.68	0.74	1.16	0.56	−.32	.46	−.31	−.47	.83	
Negative acts – total score	1.56	0.65	1.50	1.95	−.29	.45	−.30	−.41	.95	.95

Among employees who believed that they could not rely on the organization's support, job satisfaction decreased as the intensity of negative person-related acts increased. These individuals perceived that the company did not care about their well-being. Additionally, experiencing intense person-related acts was associated with a significant decrease in their job satisfaction. This relationship was limited to those with low perceived organizational support. Among employees who believed that they could rely on organizational support, the relationship

between the intensity of negative personal acts and job satisfaction was statistically insignificant. The model for those with a low perception of support was a good fit for the data [$F(1, 105) = 4.40$, $p = .038$] and explained 3.1% of the variance in job satisfaction. The interaction is shown graphically in Figure 1.

Figure 1

The Relationship Between Person-Related Negative Acts and Job Satisfaction in the Groups of Employees With Low and High Perceived Organizational Support

Perceived organizational support, as predicted by the first hypothesis, played a moderating role, although the expected protective function was not fully confirmed. Job satisfaction of those perceiving high level of organizational support did not change, despite an increase in the intensity of experienced person-related. In the assumed theoretical model, job satisfaction in this group was not related to exposure to person-related negative behaviors.

Bullying, Perceived Organizational Support and Positive Affect at Work

Hierarchical regression analysis showed no significant interaction effect for negative acts total score [$ß = -.019$, $p = .786$, $F(3, 199) = 26.85$, $p < .001$], for work-related negative acts [$ß = .003$, $p = .965$, $F(3, 199) = 22.92$, $p < .001$], nor for person-related negative acts [$ß = -.021$, $p = .761$, $F(2, 200) = 36.25$, $p < .001$]. A significant
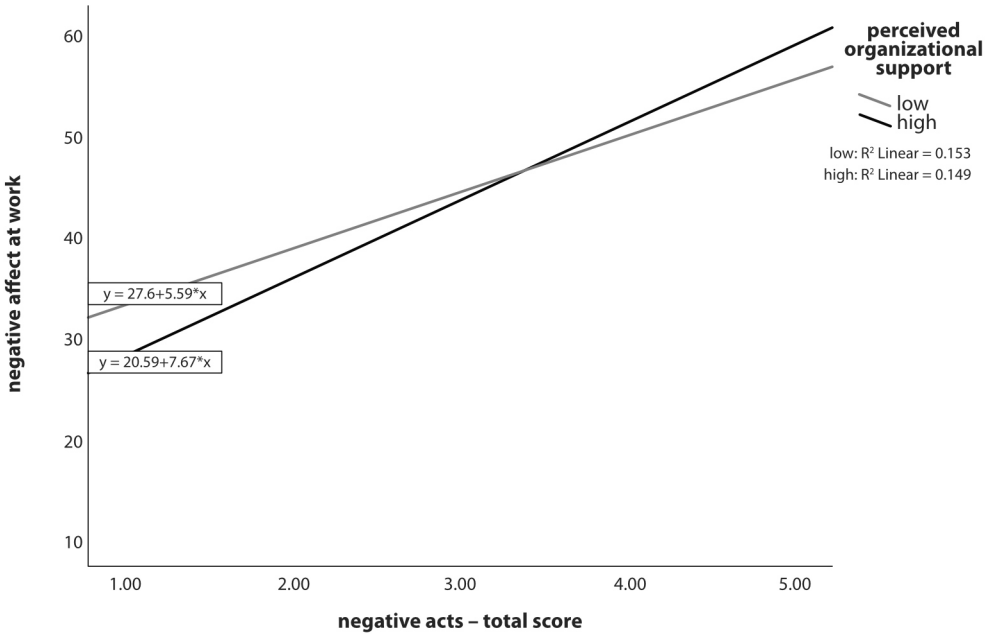
relationship emerged for all three models between perceived organizational support and positive affect (in the model for NAQ_total: ß = .451, $p < .001$; in the model for NAQ_work: ß = .457, $p < .001$; in the model for NAQ_personal: ß = .459, $p < .001$). To sum up, the second hypothesis which assumed a moderating role for perceived organizational support in the relationship between experienced negative acts and positive affect, was not confirmed.

Bullying, Perceived Organizational Support and Negative Affect at Work

Verification of the third hypothesis revealed a statistically significant relationship between negative acts (total score) and negative affect (ß = .413, $p < .001$), and between perceived social support and negative affect (ß = −.247, $p < .001$). Additionally, a significant interaction effect between negative affect and perceived organizational support was revealed, with a value of ß = .153, $p = .025$. The model fit the data well, $F(3, 199) = 26.62$, $p < .001$. Introducing the interaction term into the model significantly increased the variance in negative affect by 1.8%. The model remained significant when age, seniority, and job position were controlled for (ß = .143, $p < .037$). Analysis of the association between negative acts total score and negative affect in groups selected at two levels of

Figure 2

The Relationship Between Negative Acts (Total Score) and Negative Affect in the Groups of Employees With Low and High Perceived Organizational Support
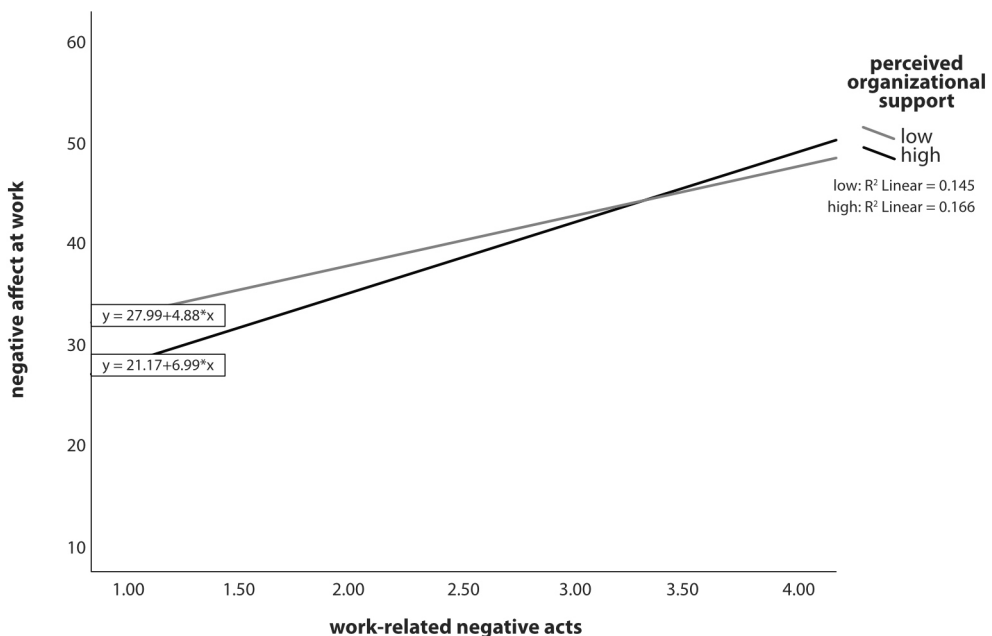
perceived organizational support showed that the association was significant and positive in both groups. In the group with low perceived support, the association was slightly stronger (β = .391, p < .001) than in the group with high perceived support (β = .386, p < .001). Employees with high perceived organizational support experienced less negative affect when the intensity of negative acts was low (Figure 2). However, as the intensity of negative acts increased, negative affect increased in both employees with low and high perceived organizational support. The association between negative affect and negative acts was slightly stronger among employees who perceived low levels of support. Thus, it appears, that perceived organizational support only provided limited protection against the severity of negative affect experienced at work when exposure to negative acts increased.

Two further regression analyses, performed separately for negative work-related and negative personal-related acts, and perceived organizational support, revealed similar patterns of relationships. Both showed a significant positive relationship between negative acts and negative affect (NAQ_work: β = .41, p < .001; NAQ_personal: β = .382, p < .001) and a significant negative relationship between perceived organizational support and negative affect (NAQ_work: β = −.225, p < .01; NAQ_personal: β = −.30, p < .001). Both models fitted well to the data (for NAQ_work: $F(3, 199)$ = 25.72, p < .01; for NAQ_personal: $F(3, 199)$ = 25.77,

Figure 3

The Relationship Between Work-Related Negative Acts and Negative Affect in the Groups of Employees With Low and High Perceived Organizational Support

$p < .001$). An additional interaction effect was found for negative work-related acts ($ß = .147$, $p < .05$, $\Delta R^2 = .018$), which remained significant when controlling for respondents' age, seniority, and job position ($ß = .141$, $p < .037$). An in-depth analysis showed that negative work-related acts significantly increased negative affect in both groups of employees: those with low perceived organizational support ($ß = .38$, $p < .001$) and those with high perceived organizational support ($ß = .407$, $p < .001$). The relationship was stronger in the group with high support, indicating a sensitising rather than protective effect, or the so-called "reverse buffering" effect, for this variable. When negative work-related acts were weak, employees with low perceived organizational support experienced more negative affect at work. As negative acts increased in intensity, negative affect increased in both groups, but more strongly among employees with a high perception of organizational support.

In conclusion, perceived organizational support moderated the association between negative acts and negative emotions. However, the expected protective effect of support against the high intensity of negative acts did not occur.

Discussion

This study aimed to test the moderating role of perceived organizational support in the relationship between exposure to workplace negative acts and job satisfaction, as well as positive and negative affect experienced at work. Hierarchical regression analyses confirmed the moderating role of perceived organizational support in the case of job satisfaction and negative affect, person-related negative acts and negative acts total score, respectively. Despite the presence of significant interaction effects, perceived organizational support only had a protective effect in cases of low-intensity negative behaviors. The protective effect of perceived support in the relationship between negative behaviors and negative affect was very weak. Regardless of the level of support perceived, all study participants who experienced intense negative acts exhibited increased negative affect. Similar results were obtained in the study by Berglund and colleagues (2024) for perceived organizational support from co-workers and supervisors, as well as for distress and burnout. Intense negative acts, sometimes referred to as "extreme work stressors", can be so powerful that they override any perceived support and negatively impact employee well-being (Einarsen et al., 2003; Olafsson & Johannsdottir, 2004; Zapf & Einarsen, 2005).

An unexpected result of the present study was that perceived organizational support had a sensitising rather than a protective effect on the relationship between work-related negative acts and negative affect. Similar adverse effects of social support on employees' health and organizational behaviour have emerged in other studies. For example, support from superiors has been shown to exacerbate the positive relationship between job role demands and emotional exhaustion (Kickul & Posig, 2001), job role overload and intent to quit (Sertel Berk et al., 2017) and surface acting and job performance (Kim et al., 2017). Convergence of

the source of support and stress (cf. the conceptual proximity of the constructs of perceived organizational support and perceived support from superiors) can cause cognitive dissonance and exacerbate employees' feelings of confusion and tension (Beehr et al., 2003; Jolly et al., 2021). Employees who are highly convinced that the organization (including their superiors) appreciates their efforts and contributions to their company may become confused when negative professional behaviors against them intensify (e.g. when they are assigned tasks that are beneath their level of competence, when they are stripped of responsibility for important company projects, or when their opinions are disregarded in professional matters). This contradiction can generate tension and negative emotions.

In all the models analysed, perceived organizational support was a significant predictor for all dependent variables studied. However, experiencing negative acts was not a significant predictor of either positive affect or job satisfaction. These results, along with the absence of a moderating role for perceived organizational support in the relationship between negative acts and positive affect, may be related to the negativity effect. Research on this phenomenon conducted in Poland has shown that negative events exacerbate negative emotions to a greater extent than positive events exacerbate positive emotions (Czapiński, 1988, 1991). Fredrickson and Losada (2005) empirically demonstrated an asymmetry in positive and negative emotions experienced by happy individuals (see the Gottman's ratio in Diener & Oishi, 2005). In their overview article, Baumeister and colleagues (2001) concluded, that positive and negative affectivity are predictors of subjective well-being, but negative affectivity is the main predictor of distress. In light of these findings, it can be assumed that experiencing negative events intensifies negative affect more than experiencing positive events intensifies positive affect.

The moderating role of perceived organizational support emerged in the case of person-related negative acts and job satisfaction, and in the case of work-related negative acts and negative affect. According to Herzberg's (1959, cited in Zalewska, 2003) theory of motivation, the degree to which hygiene factors (e.g. relationships with co-workers) are satisfied is associated with employee health, while the degree to which motivating factors (e.g. recognition, achievement, and promotion opportunities) are satisfied is associated with the level of performance of work tasks. Failure to satisfy the hygiene factors (e.g. experiencing intense person-related negative behaviors), further reinforced by the belief that the organization does not care about the employee's well-being, results in lower job satisfaction. On the other hand, the satisfaction with growth factors (low intensity of work-related negative acts) together with a strong belief in organizational support is accompanied by weaker negative emotions than in the situations where such support is perceived as lacking. This reasoning appears consistent with the role of perceived organizational support, as described by Jolly et al. (2021). Perceived organizational support creates positive social exchanges within the organization, allowing employees to satisfy their needs – particularly when the intensity of negative acts is low, as observed in this study.

In addition, when employees experience person-related negative acts rather than work-related ones, they may be less likely to interpret these acts as

professionally threatening or aimed at eliminating them from the workforce. Instead, they may view these behaviors as irrelevant to their careers (Diehl et al., 2010). Therefore, among those with high perceived organizational support, there may be no significant relationship between experiencing negative person-related acts and job satisfaction. However, it is also possible that the association between negative acts and job satisfaction among those with high perceived organizational support occurs via variables not included in this study.

When interpreting the obtained results, it is important to acknowledge the study's potential limitations. These include the aforementioned reliance on self-reporting methods and the cross-sectional nature of the study, which precludes the drawing of causal conclusions. Nevertheless, the theoretical relationships assumed proved to be well matched to the empirical data. Additionally, the study group was characterised by unequal representation of both sexes (the majority were women). For women, relationships with co-workers are more important for job satisfaction and emotions at work than for men (Jasinski & Derbis, 2019). These relationships would need to be verified in a larger sample of men. Another potentially relevant factor that was not controlled for in this study is how long employees experience negative behaviors. Compared to emotions, the cognitive component of job satisfaction is less susceptible to change (cf. Diener, 1984). Rodríguez-Muñoz et al. (2009), in a longitudinal study of the relationship between bullying and job satisfaction, found a significant effect of negative acts on job satisfaction at the two-year interval, but not at the six-month interval. Moreover, another study found a moderating role for perceived organizational support in the relationship between bullying and depression and anxiety over a 1-year period, but not over a 1-month period (Brais et al., 2022). Perhaps the models tested in this study are contaminated by the effect of the time variable.

In conclusion, it can be said, that perceived organizational support offers limited protection against reduced job satisfaction for employees experiencing intense negative acts at work. Perhaps different types of negative behavior (personal or professional) are linked to particular components of job satisfaction via two different pathways. This requires further empirical verification. Furthermore, when the source of stress and the source of support converge, high perceived organizational support may exacerbate (rather than alleviate) tension and negative emotions in employees. Therefore, it seems necessary to include measurement of the source of stress (i.e. information about the perpetrator of negative acts at work) and the source of support (i.e. superiors and co-workers) in subsequent studies. The results obtained in this study may primarily be of interest to managers. The data collected and the analysis conducted emphasised the importance of creating a work environment that fosters high perceived organizational support. Job satisfaction among employees who believe they can rely on organizational support appears to be unrelated to experiencing negative acts – in this group, it does not decrease with increasing exposure to negative behaviour in the same way as it does in employees who do not believe in organizational support. In the context of the above recommendation, it would be worthwhile for the entire organisation to raise awareness among managers at all

levels of the importance of behavioural consistency in relation to subordinate employees. A consistent management style inspires trust, whereas an inconsistent one, involving a mixture of supportive and unsupportive behaviours, can generate negative emotions in employees and reduce their job satisfaction.

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