

The Mediation Role of Career Calling: Family-Supportive Supervisor Behaviors (FSSBs) and Life Satisfaction

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ARTICLE INFORMATION

ABSTRACT

Publication information

Research article

HOW TO CITE

Fitro, J. (2024). The mediation role of career study aims to analyze the impact of Family-supportive Supervisor Supportive Supervisor Behaviors (FSSBs) and life satisfaction. on police officers' life satisfaction and *International Journal of Applied Business career calling and to assess career calling and International Management*, 9(3), 482-495.

DOI:

<https://doi.org/10.32535/ijabim.v9i3.3550>

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Received: 18 October 2024

Accepted: 19 November 2024

Published: 20 December 2024

One of the police's duties is to serve and protect the community despite facing various obstacles such as superior support and career calling which can ultimately determine life satisfaction. Therefore, this study aims to analyze the impact of Family-supportive Supervisor Supportive Supervisor Behaviors (FSSBs) and life satisfaction. on police officers' life satisfaction and *International Journal of Applied Business career calling and to assess career calling and International Management*, 9(3), 482-495. The population in this study were police personnel working in North Maluku province. Purposive sampling was used to select the sample of this study. A total of 132 samples were lower and middle-level officers involved in this study. The analytical tool used to test the hypothesis in this study was hierarchical regression. Based on the results of the hypothesis testing, it was shown that career calling fully mediated the relationship between FSSBs and life satisfaction. The results confirm that FSSBs significantly enhance police officers' life satisfaction and career calling. Career calling also positively influences life satisfaction and fully mediates the relationship between supervisory support and life satisfaction. These findings highlight the importance of supportive leadership in fostering career development and overall well-being among police personnel.

Keywords: Career Calling; FSSBs; Life Satisfaction; North Maluku; Police Personnel

INTRODUCTION

Despite a number of challenges, including stress and pressure, police officers continue to serve and protect the public. Dealing with violent, unyielding, and severe situations while facing the possibility of bodily damage is the essence of police service. Working as a police officer requires them to play a variety of roles; they must be tough to combat crime while still being compassionate while assisting the public. Nonetheless, police officers must carry out a variety of tasks. Furthermore, the challenge of balancing life becomes crucial for police officers because of the lack of role clarification when working in a critical setting (Ahmad & Islam, 2019). Numerous issues, including extreme stress and discontent in both their personal and professional life, are brought on by this kind of work environment. Police organizations should encourage senior officers to support their officers in order to overcome these negative aspects of the workplace and make police officers feel comfortable discussing both work-related and non-work-related issues and their level of satisfaction. Support from senior officers, hereinafter referred to as Family-Supportive Supervisor Behaviors (FSSBs), is a form of informal organizational support specifically for employee management of work and non-work demands consisting of providing emotional support and instrumental support, being a role model, and developing creative solutions to work-non-work management challenges (DePasquale, 2020). It turns out that prior studies have been less and are still extremely restricted in their focus on the ways in which FSSBs impact their vocation to work and its ultimate impact on their life satisfaction in relation to FSSBs, career, and life satisfaction. A sense of passion and dedication to using one's professional pursuits to further the common good is commonly referred to as career calling. Additionally, life satisfaction is a global and cognitive evaluation of an individual's entire quality of life (Trisnayani et al., 2024).

The results of research such as that conducted by Yragui et al. (2017) who conducted a study on 417 healthcare workers in two psychiatric hospitals in the United States found that FSSBs serve as an important resource for employees, creating a positive context in which employees feel valued and respected, thereby reducing the negative impact of physical and psychological aggression on employee work outcomes and well-being. According to Ni et al. (2024), a supportive supervisor is one who empathizes with employees' desire to find a balance between their work and family responsibilities. Organizations do not use supporting policies (paid leave and flexible work schedules) by supervisors to manage the negative effects of work because of the absence of information and communication mechanisms in the family. Researchers have thus concentrated on supervisor behaviors that demonstrate family support, rooted in the principle of fostering a supportive environment for families (Li & Liu, 2023).

A review of the literature revealed several studies that specifically look at how supportive supervisors affect employees' personal life satisfaction. According to the findings of a study by Anderson et al. (2002) on 2,248 American workers, work-family conflict was substantially correlated with both a lack of managerial support and detrimental career outcomes. Dousin et al. (2021) also revealed that out of 171 nurses in China reported that management support in managing effective and flexible work time management could improve their well-being and retention. Goh et al. (2015) also reported that using a sample of 135 full-time married employees at a public university in Singapore also found the importance of supervisor support in reducing perceived daily work interference in order to increase life satisfaction. Zhang et al. (2020a) also revealed that out of 563 registered nurses in eight public hospitals in China, their findings showed that supervisor behavior that supports family has a positive relationship with career calling. Furthermore, Haar and Roche (2010) also reported that out of 373 employees from 40 New Zealand companies, this perception of family support was found to have a positive impact on life. Furthermore, Jyoti and Kaur (2024) also found that the mediation of work-family

enrichment between family and life satisfaction assessed by employees and superiors was also positively moderated by FSSB, so the indirect effect was stronger when FSSB was higher. Therefore, based on this explanation, it can be seen that it is still very limited, especially on how supervisor support affects life satisfaction and career calling.

Few research has examined its impact on career calling thus far. The connection between employees' life pleasure and their calling has not been the subject of much research. According to Zhang et al. (2020b), new research indicates that people who see their work as a calling are happier in both their personal and professional lives. At a public institution in the Midwest of the United States, Price-Mitchell and Clay (2024) described the connection between medical students' well-being and their calling and professional growth. Dik et al. (2023) also revealed that the perception of calling has a greater effect on the well-being of individuals with greater calling motivation. According to a study by Price-Mitchell and Clay (2024), the degree of religiosity or experience in living one's calling had no bearing on the association between calling and life satisfaction. Nonetheless, pupils with lower core self-evaluations had a larger correlation between calling and life satisfaction. Dik et al. (2023) found that calling predicted the achievement of vocational identity and identity served as a stronger predictor of life satisfaction.

The results of the study indicate that there is still limited research on the impact of work-family support from supervisors on life satisfaction and career calling. This serves as the foundation for the study, which aims to investigate how supervisors' support for work-family balance might provide various resources for staff members. Additionally, this study elucidates procedures that assist firms in helping individuals discover their vocational calling. The lack of attention paid to how work-life aspects affect personal life satisfaction represents another important research gap. This study also examines how career calling influences the relationship between supportive superior behavior and life satisfaction, particularly among police officers in the province of North Maluku.

Based on the researcher's knowledge, no prior research in the Indonesian context has examined the impact of supportive superior behavior on family aspects, especially among police officers. The inclusion of career calling as a mediator offers a new perspective in exploring the correlation between FSSB and life satisfaction. Consequently, this study makes two key contributions: the application of the research context and the mediation test.

LITERATURE REVIEW

Social Exchange Theory

According to Blau (2017), social trade creates an anticipation of future benefits based on an undefined level of personal confidence. When people benefit from other people's or organizations' acts, they have an obligation to return the favor. According to earlier studies by Zhou et al. (2024b), employees react favorably to receiving consideration and gratitude from their company, which is based on the reciprocity principle. The foundation of positive treatment is the reciprocity rule, which eventually helps both parties and the organization's overall development. According to earlier studies, positive attitudes and behaviors from subordinates will be taken into consideration when the supervisor is helpful (Zhu et al., 2024).

Family-Supportive Supervisor Behavior (FSSBs)

According to Hammer et al. (2024), FSSBs are behaviors exhibited by supervisors who are supportive of the family. According to Zhao et al. (2024), FSSBs also express empathy for workers' efforts to manage and provide support in managing both work and nonwork domains. FSSBs are therefore seen as separate from normal supervisor social

support. This idea has significant connections to work-family support at both the individual and organizational levels. Hammer and Crain (2023), state that work-family conflict among employees is tied to the personal level, whereas the work-family climate of the organization is related to the organizational level. It has been determined that supervisor work-family assistance plays a significant influence in lowering work-family conflict and improving well-being in the workplace and in organizational literature. Work-family conflict is most closely associated with social support from both the workplace and the family.

According to Hammer and Crain (2023), there are four components to FSSBs: role modeling behavior, instrumental assistance, emotional support, and the application of innovative work-family management strategies for subordinates. Organizational and general supervisor support are not the same as FSSBs. In contrast to FSSBs, which refer to content-specific support (e.g., work-family support) that focuses on helping employees manage work and nonwork conflict and improve work-family enrichment, general supervisor support and perceived organizational support, for instance, concentrate on the emotional and instrumental support that the supervisor or organization provides with the goal of enhancing employee well-being. In comparison to formal policies, this conduct provides more flexibility as a form of informal family assistance and exhibits more substantial benefits in satisfying the demands of employees in their personal and professional lives (Hammer et al., 2024). As direct superiors, supervisors can improve family performance and employee family well-being and increase employees' sense of purpose in their work by offering more support to staff members on family-related matters and showing empathy for their situation.

Managing practical work-life issues, such as modifying work assignments to accommodate employees' personal or family needs, encouraging employees to express their opinions on work-related or non-work-related matters by recognizing their accomplishments, and setting an example by sharing ideas about how supervisors handle their own personal and family priorities are a few examples of FSSBs in everyday organizational life.

Career Calling

One of the deepest forms of psychological satisfaction or accomplishment can occur when person experiences work as more than a job or a career—when it is a calling, according to Buis et al. (2024), in one of the basic conceptual studies on calling. Although vocation does not always include religion or spirituality, it usually involves a feeling that one's job might fulfill one's life's purpose and even indirectly benefit others or society. Modern conceptualizations of calling see it as a continuous variable that people experience to varied degrees and at different stages of their lives, rather than as a binary concept that a person either experiences completely or not at all (Zhou et al., 2024a). Because calling is believed to promote increased self-awareness, self-efficacy, and proactivity, which in turn increase one's potential for both objective and subjective success, it can provide people with wide-ranging career benefits.

Furthermore, as those who have a calling "can improve their career decision-making and overall life," the advantages of calling probably go beyond the realm of careers. According to Buis et al. (2024), people who engage in desired professional activities that align with their calling remain motivated to achieve their sense of calling. When a person's behaviors align with their perceived calling and lead to favorable work outcomes (e.g., employee proactivity), they experience calling. Additionally, the calls can be felt at the organizational level, lowering turnover intentions and boosting employee commitment and attendance.

Despite all of the advantages that career calling offers to both those who experience it and the companies that hire them, subsequent studies have seen calling as a "double-edged sword" with a drawback (Zhou et al., 2024a). Despite being more engaged, people who have a strong sense of calling may be less likely to stop working after work, which can have a detrimental effect on their physical health, interpersonal connections, and income. Additionally, a feeling of calling may lead to a strict professional inflexibility that has a detrimental effect on employability and advice acceptance (Buis et al., 2024).

Life Satisfaction

The literature defines life satisfaction as people's emotional and cognitive assessments of different facets and situations in their lives; it is frequently linked to subjective well-being. Accordingly, life satisfaction fluctuates between positive and negative poles depending on the individual as well as the circumstance (Kim & Kim, 2022). A number of interrelated and cumulative elements contribute to life satisfaction. Numerous research has connected career flexibility in adults, adolescents, and certain groups with life satisfaction as well as self-efficacy in adults.

Satisfaction is happiness only if it is complete satisfaction. Furthermore, even complete satisfaction does not necessarily produce happiness (Lawarang et al., 2023). Satisfaction with certain things, however important – health or a calm conscience, success or position – would not be happiness if it were not accompanied by other satisfactions (Setiawan et al., 2024). It is only a partial satisfaction; happiness requires total satisfaction, that is, satisfaction with life as a whole (Trisnayani et al., 2024). Subjective well-being is a broader notion that includes overall life satisfaction. Positive affect, negative affect, and life satisfaction are the three elements that make up subjective well-being. Subjective happiness is significantly influenced by life satisfaction, a significant positive psychological attribute. According to their cognitive assessments of their quality of life, people can have either positive or negative emotional experiences. In particular, people feel more pleasant emotions and less negative ones, and their happiness rises in proportion to their assessments of their level of life satisfaction. According to Diener and Sim, (2024), life satisfaction relates to the cognitive-appraisal aspect of subjective well-being, whereas positive and negative affect refers to the affective, emotional aspect of subjective well-being and this is highly dependent on the good and bad things that people experience in life.

One important metric for assessing the quality of life is life satisfaction, which includes a person's overall cognitive assessment of their living circumstances for the majority of the time or for a particular amount of time based on their preferred criteria. Happiness depends on having a fulfilling life. Job is a significant domain for working adults and life satisfaction is the outcome of an individual's evaluation of several life domains, such as social, home, recreation/leisure, and job (Buamonabot et al., 2023). According to Diener and Sim (2024), life satisfaction is a person's assessment of their entire existence. Life satisfaction is a construct that measures overall well-being resulting from a general evaluation of life (Trisnayani et al., 2024). Although life satisfaction is a component of subjective well-being, it is a separate notion that is frequently researched independently. Work is a significant factor that affects life satisfaction. For the majority of adults, work is a major domain.

Police personnel are responsible for preserving social stability and national security since they are public servants who serve the public, protect people's lives and property, and uphold social order. Their level of pleasure, life satisfaction, and mental health are all correlated with both their quality of life and the success or failure of national governance. Enhancing police personnel's life satisfaction and mental health is a foundation for furthering police reform and fostering social cohesion. Improving police officers' life

satisfaction will enable them to work more efficiently and safeguard the public. Thus, investigating police life satisfaction is crucial.

Hypotheses Development

FSSBs and Life Satisfaction

The general supervisor support is not the same as FSSBs. Although general supervisor support is aimed at helping workers in their line of work, it might not cover helping workers with their family obligations (Guo et al., 2024). The FSSBs, on the other hand, support employees in their job domain in addition to their family domain. Work domain support seeks to ensure that work activities are completed and organizational goals are met while allowing employees to successfully fulfill their family duties. Hammer and Crain (2023) defined FSSBs as supervisory actions that support employees in carrying out their family duties, with a focus on support in the employee's family domain. Four unique elements—emotional, instrumental, role modeling, and creative work-family management behaviors—are used by Hammer et al. (2024) to characterize behaviors that show support for employees' families at work. According to numerous studies, employees are encouraged to deal with negative outcomes in their lives via informal support, also known as work-family support (Guo et al., 2024).

Zhu et al. (2024) assert that organizational assistance is less effective than supportive supervisors. According to their study, supervisors interact with their staff more frequently than senior managers do. Similar to this, workers will enhance their non-work lives when they believe that their company fosters a loving family environment. However, looked at supervisory support as a non-formal workplace practice for staff development. This demonstrated a favorable correlation with workers' productivity. Researchers have already demonstrated the benefits of supervisory behavior that supports families, which aids firms in determining the level of life satisfaction of their employees (Hao et al., 2024). According to researchers, there is a good correlation between life satisfaction and the regular practice of having supervisory help at work (Dousin et al., 2021). In keeping with these conclusions, this study suggests:

H1: Police officers' life satisfaction is positively impacted by FSSBs.

FSSBs and Career Calling

Positive results arise when they support their staff's family demands. However, employees' job and family concerns are directly improved by supporting techniques such as family-friendly supervisors (Ni et al., 2024). The idea of calling is a novel occurrence in the management literature. Employees are said to have a positive outlook on their employment. However, according to the literature, persons who feel a calling in their work pursue a fulfilling career with a giving attitude. For workers who report poor calling, supervisor support is similar to a connecting tool. The degree of calling among subordinates is raised by supportive managers. Stated differently, employees might enhance their emotional commitment to the company and decrease negative feelings associated with work-related discomfort (WDB) when they encounter FSSBs. Zhang et al. (2020a) claim that supervisors' family support behavior is a key tool for enhancing employees' sense of purpose in their work. The results of Jyoti and Kaur (2024), which show that supervisors' family support is one factor influencing career calling, further corroborate this view. In keeping with these conclusions, this research suggests:

H2: Police officers' career calling is positively impacted by FSSBs.

Life Satisfaction and Career Calling

By facilitating their seamless job performance, superior assistance shields subordinates from the negative consequences of both work and non-work obligations. Workers who

see their work as a calling are willing to make personal sacrifices for their careers and rank it as the most important aspect of their lives. Nonetheless, prior research has bolstered the positive aspect of job calling, as exemplified by life satisfaction (Jyoti & Kaur, 2024). The researchers' findings led to the conclusion that happy and fulfilling experiences are the outcome of employees feeling a sense of calling. Additionally, Zhou et al. (2024a) discovered a similar correlation, indicating that life satisfaction is highly linked to the presence of a vocational calling rather than certain positive outcomes.

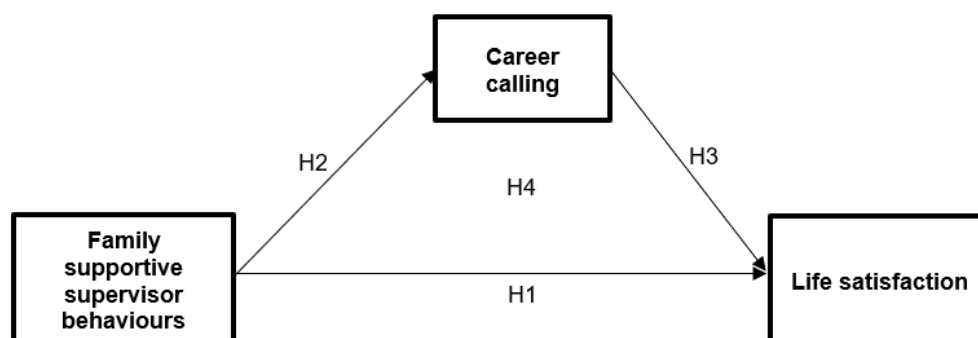
H3: Police officers' life satisfaction is significantly impacted by their career calling.

FSSBs, Life Satisfaction, and Career Calling

The Social Exchange Theory by Blau (2017) explains that supervisor actions that provide support to the family can increase employee confidence in a sense of career calling. As a result, a high sense of career calling will ultimately increase the level of life satisfaction better. This is also supported by the results of the study as discussed in the development of hypotheses 1, 2, and 3. According to Baron and Kenny (1986), career calling in this study functions as a mediating variable between supervisors who provide support and life satisfaction, so the hypothesis proposed is:

H4: Career calling mediates the relationship between FSSBs and life satisfaction among police personnel.

Figure 1. Research Model



This study examined the direct correlation between FSSBs and life satisfaction, as shown in Figure 1. Additionally, this study used career calling to examine the indirect association. Social Exchange Theory serves as the foundation for this concept. The notion claims that measures taken by supervisors to help staff members have a direct impact on enhancing employees' sense of career calling. The development of social exchange ties between managers and staff is linked to this effect. Additionally, this study suggests that raising the degree of vocational calling eventually helps people feel more satisfied with their lives.

RESEARCH METHOD

This research was conducted in August to October 2024. This research was conducted at the North Maluku Provincial Police. The population in this study were all police officers serving in the North Maluku province. The sample in this study was determined using purposive sampling with the criteria of officers who had positions at both lower, middle, and upper levels totaling 132 respondents. This number is considered appropriate because according to Roscoe et al. (1975), a sample range of 30-500 people is considered appropriate for research in the field of social science.

The four-item behavioral questionnaire tool used to gauge support for employee families at work and the nine items used to measure career calling were taken from [Jyoti and Kaur \(2024\)](#) research. The five items on the life satisfaction questionnaire used in this study were taken from [Diener and Sim \(2024\)](#). The research components were evaluated using a five-point Likert scale, with responses ranging from 1 "strongly disagree" to 5 "strongly agree". To test the questionnaire instrument used in this study using validity and reliability tests. The validity test in this study uses factor analysis with a factor loading value ≥ 0.5 , while the reliability test uses a Cronbach alpha value above 0.6 ([Ghozali, 2021](#)). Testing the four hypotheses proposed in this study uses simple regression analysis to test hypotheses 1, 2, and 3 with reference to [Black and Babin \(2019\)](#). Furthermore, to test hypothesis 4 using hierarchical regression analysis with reference to [Baron and Kenny \(1986\)](#). Hypothesis testing in this study uses SPSS software version 26.

RESULTS

Table 1. Respondents' Demographic Profile

| Characteristics | Frequency | Percentage (%) |
|-----------------------|-----------|----------------|
| Gender | | |
| Male | 128 | 97 |
| Female | 4 | 3 |
| Officer | | |
| Lower-Level Officers | 112 | 85 |
| Middle-Level Officers | 20 | 15 |
| Years of Service | | |
| 5-30 years | 95 | 72 |
| ≥ 30 years | 60 | 28 |

Source: Processed Data (2024)

The results of the questionnaire distribution in [Table 1](#) showed that out of the 150 questionnaires distributed, only 140 respondents (93%) returned the questionnaires. Then, 132 questionnaires (72%) were declared eligible for analysis in order to test the hypothesis. For the questionnaire, the characteristics used in this study include age and length of service. In general, most respondents were male (97%), while the rest were female respondents. Length of service was dominated by lower-level officers with a range of length of service between 5-30 years. Most respondents were lower-level officers as much as 85%, while the rest were middle-level officers as much as 15%.

Table 2. Descriptive Statistics of FSSBs, Life Satisfaction and Career Calling (N =132)

| Variable | N | Minimum | Maximum | Mean | Std. Deviation |
|-------------------|-----|---------|---------|--------|----------------|
| Career Calling | 132 | 2.50 | 5.00 | 3.8107 | 0.51947 |
| FSSBs | 132 | 2.67 | 5.00 | 4.0458 | 0.41140 |
| Life Satisfaction | 132 | 2.00 | 5.00 | 4.1105 | 0.65783 |

Source: Processed Data (2024)

Descriptive statistics are intended to identify data patterns and summarize information contained in the data. This study presents the minimum, maximum, mean, and standard deviation. The greater the standard deviation value, the higher the deviation of the data from its average value. Conversely, the smaller the standard deviation, the data is grouped around its average value and does not show high variation ([Bougie & Sekaran, 2020](#)).

The results of descriptive statistical data processing for the main variables in [Table 2](#) showed that respondents felt career calling at a fairly high level. This can be seen from

the average career calling value of 3.81. This average value indicates a tendency for respondents to perceive career calling to be quite high. Furthermore, the average FSSBs value is high, which is 4.04. The high FSSBs number indicates that respondents have high/good FSSBs. The higher a person's FSSBs level, the more they are expected to be able to contribute to career calling and life satisfaction. Finally, the average value for the life satisfaction variable shows a high number, which is 4.11. The high life satisfaction number indicates that respondents have high or good life satisfaction.

Table 3. Results of Validity and Reliability Tests of Research Variables

| Factor and Scale | Factor 1 | Factor 2 | Factor 3 |
|--|----------|----------|----------|
| FSSBs with Cronbach's Alpha of 0.713 | | | |
| FSSBs2 | 0.863 | | |
| FSSBs3 | 0.785 | | |
| FSSBs4 | 0.782 | | |
| Life Satisfaction with Cronbach's Alpha of 0.717 | | | |
| LF2 | | 0.655 | |
| LF3 | | 0.939 | |
| LF4 | | 0.815 | |
| Career Calling with Cronbach's Alpha of 0.814 | | | |
| CC4 | | | 0.818 |
| CC5 | | | 0.841 |
| CC7 | | | 0.603 |
| CC8 | | | 0.797 |
| CC9 | | | 0.777 |

Source: Processed Data (2024)

Validity testing in Table 3 is carried out separately for each variable: FSSB, life satisfaction, and career calling. This is done because each variable tends to be grouped into one component. Therefore, based on the results of the validity test, it shows that a number of question items measuring the FSSBs variable must be discarded because the items have a factor loading value of less than 0.5. Furthermore, in the question items measuring life satisfaction, there are also a number of items that must be discarded. Of the total five question items that must be discarded, two are LF1 and LF5 because they do not meet the factor loading of 0.5. Finally, for the career calling variable, out of the total nine question items measuring the variable, four items must be removed because they do not meet the factor loading standard of 0.5, namely CC1, CC2, CC3, and CC6. After discarding these items, the researcher considered them valid.

Furthermore, the results of the reliability test in Table 3 also show that the FSSB variable is declared reliable with a Cronbach's alpha value of 0.713, so it can be used in further analysis. Similar to FSSBs, the results of the reliability test of the life satisfaction variable show a Cronbach's alpha value of 0.717. This value means that the statement items measuring life satisfaction are declared reliable. Similar to the reliability testing on the FSSBs and life satisfaction variables, the results of the reliability testing on the career calling variable also showed a Cronbach's alpha value of 0.814. This value means that the statement items measuring career calling are declared reliable and can be used for further analysis.

Table 4. Hypothesis Test Results

| Independent Variable | Life Satisfaction | | | Career Calling | | |
|----------------------|-------------------|-------|-------|----------------|-------|-------|
| | β | t | Sig | β | t | Sig |
| FSSBs | 0.432 | 3.196 | 0.002 | 0.384 | 2.630 | 0.010 |
| Career Calling | 0.243 | 2.226 | 0.028 | – | – | – |

Source: Processed Data (2024)

Based on Table 4, it can be seen that FSSBs have a significant positive effect on life satisfaction ($\beta = 0.432$, $t = 3.196$, and $P < 0.05$). Thus, H1 is supported. For H2, it is also stated that FSSBs have a significant positive effect on career calling ($\beta = 0.384$, $t = 2.630$, and $P < 0.05$). Thus, H2 is supported. Similarly, H3 is also supported. It is stated that career calling has a significant positive effect on life satisfaction ($\beta = 0.243$, $t = 2.226$, and $P < 0.05$).

Table 5. Direct, Indirect, and Total Effect for Career Calling as Mediating Variable

| Variable | Direct | Indirect | Total |
|------------------------------------|--------|----------|-------|
| FSSBs – Career Calling | 0.384 | 0.149 | 0.533 |
| Career Calling – Life Satisfaction | 0.346 | – | – |
| FSSBs – Life Satisfaction | 0.432 | – | – |

Source: Processed Data (2024)

Finally, in Table 5 for H4, it is seen that career calling mediates the full relationship between FSSBs and life satisfaction. The direct effect between FSSBs and life satisfaction is 0.384. With mediation, it produces a value of 0.533 (total effect). Therefore, career calling can fully mediate the relationship between FSSBs and life satisfaction. Therefore, H4 is supported.

DISCUSSION

Researchers in this study looked at the benefits of having excellent support, which eventually influences police officers' career calling and other non-work-related factors like life satisfaction. The findings show that FSSBs are influenced by life satisfaction. This is in line with the opinion of Hao et al. (2024) that superior support behavior can increase the life satisfaction of police personnel at the lower level. Although the pressure of excessive burdens can result in a decline in health conditions which will ultimately have an impact on the family, extraordinary support from superiors can make police personnel able to carry out and enjoy their duties well so that life satisfaction will automatically increase.

Furthermore, specifically, this study found that FSSB is significantly related to career calling. This is also in accordance with the research of Jyoti and Kaur (2024) that when support from superiors can be shown with a good work ethic, it will increase career calling among police personnel. In addition, this study also revealed findings that were in line with the research of Jyoti and Kaur (2024), that when career calling can be carried out by each police personnel, it will increase the life satisfaction of each police personnel themselves.

Lastly, this study offers fresh insights into the outcomes of the important career calling mediation test between life satisfaction and professional calling from FSSBs. Due to the actions of their superiors who provide for their families, this demonstrates the greater influence of informal support practices on life satisfaction as a mediator through favorable work attitudes toward career vocation among police officers. This can be caused by the maximum support of superiors to subordinates which greatly determines the level of life satisfaction felt. Although the burden of excessive work responsibilities and various external factors such as health and family problems can be minimized with full support from superiors, resulting in increased life satisfaction felt by police personnel. There is a dearth of studies on how informal support practices by superiors can improve outcomes for their subordinates, according to academics (Guo et al., 2024).

Overall, this study is also in line with [Blau's \(2017\)](#) theory that related to the work of police personnel at the lowest level with superiors, they need supervisors who can provide full support so that the personnel feels comfortable in carrying out their careers which can ultimately increase higher life satisfaction among these police personnel. Lastly, the study's primary takeaway is that police departments should implement family support methods that assist officers in handling difficult situations. This can benefit the nation as a whole as well as the officers themselves.

CONCLUSION

This study aims to examine how career calling can mediate the relationship between FSSBs in influencing life satisfaction. Based on the results of the hypothesis testing, it was revealed that the four hypotheses proposed were all supported in this study. The results confirm that FSSBs positively impact life satisfaction, highlighting the critical role of supervisors in promoting a supportive work environment that fosters personal well-being. Furthermore, the findings demonstrate that FSSBs also positively influence career calling, indicating that supervisors' supportive behavior not only enhances work-life balance but also helps individuals identify and pursue their vocational aspirations.

Career calling is shown to have a significant positive effect on life satisfaction, emphasizing its role as an important determinant of personal fulfillment among police personnel. Moreover, the study confirms that career calling fully mediates the relationship between FSSBs and life satisfaction. This underscores the dual importance of fostering supportive supervisor behavior and encouraging career calling to enhance both professional and personal satisfaction.

Police officers who report feeling happier with their calling and a sense of embeddedness in their profession are also more likely to have their supervisors' backing. Positive work attitudes can encourage individuals to creatively explore their positions at work by making them feel more connected and important in their lives.

The findings of this study might offer a chance to investigate the importance of calling, which could result in purpose and contentment in the personal and professional lives of police officers. By adopting measures that strengthen their sense of purpose in their work, police departments can increase their level of life happiness. A review of research indicates that supervisory work-nonwork support is more effective than general help at reducing stress brought on by professional limitations ([Guo et al., 2024](#)). Consequently, when FSSBs are present, workers with high levels of intrinsic motivation will feel as though they are developing at work. Supervisors can employ both formal and informal support to improve and motivate their subordinates' production and engagement levels in order to accomplish these goals.

LIMITATION

The results of the study illustrate that FSSB, career calling, emerged as a key variable that increases life satisfaction among police officers. However, there are a number of limitations to this study that may influence future research avenues. Only the North Maluku Province was included in this study due to regional restrictions. To better generalize the results, future studies can be extended to other areas to look at parallels and discrepancies. Another drawback is that samples from police stations were not chosen by random sampling as police staff lists were not available. Furthermore, the majority of study participants were men, which reflects the views of male staff members relative to females. To further understand the discrepancies, researchers can intentionally work to balance the representation of both genders in the sample in subsequent studies. In addition, future research can also apply to specific sectors of work

that have the highest levels of stress to see the differences in family support behaviors from supervisors related to life satisfaction and career calling. In addition, future research can also add the happiness variable to see the feelings felt afterlife satisfaction.

ACKNOWLEDGMENT

N/A

DECLARATION OF CONFLICTING INTERESTS

The authors declare no potential conflicts of interest.

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