A Survey Examination of Psychological Support in the Workplace

Reza Toosi[1*], Mandana Sajjadi[2]

1. Doctor of Medicine (M.D.), Tehran Medical Sciences Branch, Azad University, Tehran, Iran. (*Corresponding author: ✉rezatousi429@gmail.com, https://orcid.org/0009-0005-9293-7574)

2. Department of Global Studies, Faculty of World Studies, University of Tehran, Tehran, Iran.

Article Info	Abstract
	Background: This article presents the findings of our specially designed study based on data from the GSS 2022 comprehensive survey. We wanted to investigate the landscape of psychological support in the contemporary American workplace. As the significance of employee well-being grows, organizations recognize the need to provide effective psychological support to foster a healthy work environment. **Aims:** Our study aimed to evaluate psychological support programs' awareness, availability, utilization, and perceived efficacy in various industries and organizations, particularly in relation to Internet use. **Methodology:** A varied group of American citizens took part in the study, answering questions related to their awareness of available resources, involvement in workplace support initiatives, and the effects on their overall well-being. **Findings:** The findings suggest that employees' perception of psychological support from managers positively influences both work and life satisfaction. However, only a portion of the original hypotheses concerning the relationships between this perception and other variables were supported by the data. **Conclusion:** Notably, it was discovered that younger individuals tend to perceive less psychological support from management. Additionally, individuals previously married, regardless of their current marital status, were more likely to perceive their managers as psychologically supportive. In addition, those with a higher level of education reported a higher level of perceived employer support. And, balanced daily internet engagement can enhance the perception of support.

1. Introduction

In today's rapidly evolving professional landscape, where the lines between personal and professional life are becoming increasingly blurred, workplace psychological support has assumed a preeminence position. Organizations must acknowledge and address the psychological well-being of their employees as they navigate the challenges and demands of their careers. The workplace, which is frequently considered a second home, profoundly affects the mental health, job satisfaction, and quality of life of its employees. Employers and researchers alike have begun to investigate psychological support in the workplace to comprehend its dimensions, impact, and potential advantages. Recent studies across industries reveal that successful adaptation to workplace changes depends not just on individual resilience but equally on organizational support systems and strategic readiness - factors that significantly influence both performance and wellbeing (Khodabin et al., 2023).

Due to a number of significant factors, today's workplaces are frequently more stressful than in the past. The rapid pace of technological advancement has led to increased connectivity and a 24/7 work culture. Employees are expected to be available at all times via email, instant messaging, and other digital tools, blurring the line between work and personal life. This always-on digital environment exacerbates workplace stress by fostering social comparison and performative professionalism—mechanisms shown to increase anxiety and erode mental health in digital spaces (Zamani et al., 2021). These effects are compounded by emerging AI systems, where algorithmic bias in performance metrics and opaque decision-making can systematically distort workers' self-perceptions and amplify stress responses (Khodabin et al., 2024). Although technology can also be utilized to provide mental health support remotely, as seen in interventions targeted towards isolated groups (Brown et al., 2019), this constant connectivity can lead to employee burnout and increased stress as they struggle to disconnect and relax. In addition, the contemporary workplace is marked by increased competition and higher performance expectations (Laili & Nashir, 2021). Globalization and the rise of the gig economy have decreased job security, thereby increasing the pressure to excel and produce results. Across professional domains, workers increasingly report feeling underprepared for rapidly evolving workplace demands, with educational systems struggling to bridge the gap between traditional training and emerging technological realities (Tomraee et al., 2025). As employees strive to meet ever-increasing demands and maintain their job security, the fear of job loss or underperformance can contribute to increased stress levels.

Growing recognition of mental health issues in the workplace has highlighted the widespread nature of stress and its detrimental effects on employees (Evans et al., 2018). Although this increased awareness

has numerous benefits, it has also exposed underlying stressors that were previously overlooked or unspoken. Studies show that strong societal pressures to adhere to idealized standards can profoundly affect mental health, often leading to anxiety and depression when individuals feel they do not meet these expectations (Nosraty et al., 2020). Consequently, modern employees may experience heightened pressure to actively manage their stress and mental well-being, thereby intensifying the demands of their professional lives and underscoring the need for employers to offer greater psychological support. While organizational strategies and education are essential, psychological traits also warrant attention. Personality factors can deeply influence individuals' ability to adapt to social norms, with maladaptive traits contributing to behavioral and social challenges—even criminal tendencies—if left unaddressed. Preventive strategies, including behavioral support and mental health interventions, are crucial to fostering resilience and promoting healthy integration in both society and the workplace (Jamali et al., 2022).

The concept of psychological support encompasses a variety of strategies and interventions designed to promote employees' emotional and mental health (Robertson & Cooper, 2010). This support goes beyond merely addressing work-related stressors; it aims to cultivate an atmosphere where individuals feel valued, understood, and empowered. These principles resonate across modern work ecosystems, where digital visibility and relational trust have become dual currencies that simultaneously shape psychological safety and economic outcomes (Arsalani et al., 2024). Effective support systems in any domain require careful design and governance, as evidenced by research showing that even advanced technologies like AI achieve optimal outcomes only when integrated within robust ethical frameworks and organizational structures (Sakhaei et al., 2024b). Organizations recognize that investing in their employees' mental health, whether through mentorship programs, counseling services, flexible work arrangements, or open communication channels, fosters a more harmonious workplace culture and contributes to increased productivity and employee retention. Contemporary management research emphasizes that educational preparation significantly influences professionals' ability to navigate workplace support systems, with adapted curricula enhancing both technical competencies and psychological resilience in evolving work environments (Rahmatian & Sharajsharifi, 2022).

In this article, we have used a large dataset to investigate the perception of psychological support in the workplace in a comprehensive manner. By analyzing the survey results, we hope to identify significant factors that influence the perception of psychological support in the workplace and key areas where improvements are required. Through this survey-based methodology, we hope to contribute to the expanding body of knowledge surrounding

workplace psychology by shedding light on the changing dynamics between employers and employees and the critical importance of fostering a psychologically supportive work environment. As a result, we utilized Herzberg's Motivation-Hygiene Theory as a theoretical framework to design a methodology that would lead us to answers to our questions. This theoretical approach aligns with interdisciplinary research showing that effective technology integration—like other workplace interventions—requires both motivational factors (e.g., employee empowerment) and hygiene safeguards (e.g., continuous training), as demonstrated in high-stakes professional domains (Hosseini et al., 2021).

2. Concepts and Theoretical foundations
2.1. Herzberg's Motivation-Hygiene Theory
Frederick Herzberg (1923-2000) was a distinguished American psychologist and management theorist. His contributions to the fields of organizational psychology and management are most notable. Herzberg's ground-breaking work, especially his Motivation-Hygiene Theory (also known as the Two-Factor Theory), has had a profound and lasting effect on our understanding of workplace motivation and job satisfaction (Herzberg, 2015). Herzberg's research focused on identifying the factors that influence employee motivation and job dissatisfaction. Through in-depth studies and interviews, he identified two distinct categories of factors: motivators (satisfiers), which contribute directly to motivation, and hygiene factors (dissatisfiers), which primarily prevent dissatisfaction (Chiat & Panatik, 2019).

His Motivation-Hygiene Theory highlighted the importance of intrinsic motivators such as achievement, recognition, and challenging work and the significance of addressing extrinsic factors like company policies and working conditions to prevent dissatisfaction. This theory has influenced management practices by emphasizing the importance of creating enriched and fulfilling work environments in order to boost employee motivation and job satisfaction. Herzberg's work continues to influence contemporary management strategies and is still a cornerstone of the study of employee motivation. Motivation is a crucial workplace factor affecting employee performance, job satisfaction, and overall well-being. In the 1950s, Herzberg developed a ground-breaking theory that sought to explain the factors that motivate employees and those that prevent dissatisfaction. The Motivation-Hygiene Theory, also known as the Two-Factor Theory, provides valuable insights into the complex dynamics of workplace motivation (Holston-Okae & Mushi, 2018).

To comprehend Herzberg's Motivation-Hygiene Theory, its historical context and development must be investigated. In the 1950s, Herzberg investigated the factors contributing to employee satisfaction and dissatisfaction in the workplace. He and his team conducted

hundreds of interviews with employees from a wide range of industries and positions, asking about their positive and negative work experiences. Through their research, Herzberg and his colleagues determined that two distinct sets of factors influenced employees' attitudes toward their jobs. These factors were separated into two distinct categories: motivators and hygiene factors.

2.2. Motivators

According to the theory of Frederick Herzberg, motivations are central to understanding employee motivation and job satisfaction. These factors, also known as satisfiers or intrinsic motivators, directly impact a person's enthusiasm and dedication to their work. Motivating factors include accomplishment, recognition, the nature of the work itself, responsibility, and advancement opportunities. Herzberg argued that enhancing these intrinsic aspects of a job can foster self-fulfillment, personal growth, and employee engagement. By focusing on motivators, organizations can create a workplace where employees find genuine satisfaction and are more likely to excel in their roles, ultimately leading to increased productivity and overall job satisfaction (Yeboah & Abdulai, 2016).

Frederick Herzberg's Motivation-Hygiene Theory highlights accomplishment as a key motivator, classified among satisfiers or intrinsic factors. According to Herzberg, employees are driven when they have the opportunity to set and attain meaningful goals. The motivation that arises from achieving these goals is substantial, as the resulting sense of accomplishment significantly enhances both job satisfaction and overall motivation. When individuals are challenged and can see the tangible outcomes of their efforts, their engagement and satisfaction increase. Herzberg's theory underscores the importance of providing employees with opportunities to achieve, as a means of cultivating a motivated and committed workforce.

In the Motivation-Hygiene Theory, recognition plays a central role. Within this framework, recognition is regarded as one of the most important motivators or satisfiers. Herzberg theorized that employees experience job satisfaction and motivation when their superiors and coworkers acknowledge and value their efforts and contributions. This aligns with cross-domain research showing that perceived social validation—whether from colleagues or digital communities— significantly influences self-worth and professional satisfaction, though the sources of recognition may vary across contexts (Nosrati et al., 2023). Recognition is a psychological reward that satisfies a person's innate need for acknowledgment and validation. When employees are acknowledged for their accomplishments and efforts, it boosts their self-esteem, increases their sense of accomplishment, and strengthens their commitment to the job. Recognition is a potent catalyst for greater job satisfaction and motivation, resulting in a more engaged and

productive workforce. To effectively apply Herzberg's theory, organizations should prioritize regular and genuine recognition programs that highlight and celebrate employees' achievements, creating a work environment where employees feel valued and motivated to excel in their roles (Kushta, 2017). Responsibility plays a central role as one of the primary motivators or satisfiers in Motivation-Hygiene Theory. When employees are given a sense of responsibility and ownership over their work, job satisfaction and motivation tend to increase. Responsibility enables individuals to make decisions, assume ownership over their tasks, and actively contribute to the success of their organization. It is consistent with Herzberg's theory that intrinsic factors, such as meaningful work and personal development, are crucial motivators. Organizations can tap into their natural drive to excel and positively contribute to their roles by delegating responsibilities to employees.

2.3. Hygiene factors (Dissatisfiers)
Hygiene factors, also known as dissatisfiers or extrinsic factors, are elements of the workplace that, if lacking or inadequate, can result in job dissatisfaction. However, improving these factors does not necessarily increase motivation or job satisfaction; instead, it primarily prevents dissatisfaction. In the Motivation-Hygiene Theory, company policies are crucial in hygiene factors or dissatisfiers. If these policies are rigid, unclear, or overly restrictive, they can significantly contribute to employee discontent. This discontent intensifies when policies lack transparency or integrity—a pattern observed in large corporations that prioritize institutional interests over ethical conduct, eroding employee trust (Sarfi et al., 2021). Such breaches of professional integrity function as potent dissatisfiers, compounding the negative effects of bureaucratic rigidity. Bureaucratic rules and regulations, for instance, can stifle autonomy and creativity, leaving employees feeling constrained and frustrated. Employees may also feel a sense of injustice and discontentment if their attendance policies and performance evaluation criteria are rigid. While improving company policies can prevent dissatisfaction, Herzberg's theory suggests that improving these factors alone is insufficient to motivate employees; organizations must concentrate on intrinsic motivators to foster genuine job satisfaction and motivation (Sankaran et al., 2023).

Interpersonal relationships fall under the category of hygiene factors or dissatisfiers in the Motivation-Hygiene Theory (Alshmemri et al., 2017). Although these factors do not directly affect motivation, their absence can significantly impact job dissatisfaction. Poor interpersonal relationships in the workplace, characterized by conflicts, tension, or strained interactions with coworkers or superiors, can contribute to a toxic workplace. Such negative dynamics can diminish job satisfaction, undermine teamwork, and lower morale and productivity. Therefore,

Herzberg's theory emphasizes the significance of fostering positive interpersonal relationships as a vital step in preventing employee dissatisfaction and establishing a conducive work environment.

In the Motivation-Hygiene Theory, salary and benefits are considered hygiene factors, also known as dissatisfiers. Although essential for preventing job dissatisfaction, these factors cannot motivate employees. Herzberg contended that while salary increases or enhanced benefits may temporarily reduce dissatisfaction related to financial issues, they do not inherently foster sustained motivation over the long term. Once employees receive what they perceive to be a fair compensation package, they shift their attention to intrinsic motivators such as achievement, recognition, and personal growth. According to Herzberg's theory, adequate compensation and benefits are necessary but insufficient for sustained motivation and job satisfaction (Holston-Okae & Mushi, 2018).

The key insight of Herzberg was that these two sets of factors, motivators, and hygiene factors, function independently. Improving hygiene factors can prevent job dissatisfaction but will not necessarily motivate or satisfy employees. To achieve greater levels of motivation and job satisfaction, organizations must provide motivators catering to their employees' intrinsic needs and desires.

We utilized Herzberg's theory to determine how some of these two sets of factors influence the perception of managerial psychological support (which we assumed to be an indicator of job satisfaction). To accomplish this, we consulted the GSS data bank of 2022 to answer the following research questions:

RQ1: What is the relationship between demographic variables and perception of managerial psychological support?

RQ2: What is the relationship between political orientation and perception of managerial psychological support?

RQ3: What is the relationship between reported stress level and perception of managerial psychological support?

RQ4: What is the relationship between an individual's attitude toward the right to free speech of racists and their perception of managerial psychological support?

RQ5: What is the relationship between work satisfaction and perception of managerial psychological support?

RQ6: What is the relationship between spending more time with the family and perceiving managerial psychological support?

3. Methodology

In this study, we utilized GSS survey data from 2022. The General Social Survey (GSS) is a highly regarded and recurring social research project in the United States. Initiated in 1972, the GSS is a comprehensive survey designed to collect data on a wide range of social issues and attitudes, providing valuable insight into the dynamics of

American society as it evolves. The National Opinion Research Center (NORC) at the University of Chicago administers this survey, covering political beliefs, religious affiliations, racial attitudes, and personal well-being. The GSS is vital for researchers, policymakers, and sociologists, offering a longitudinal perspective on societal trends and informing evidence-based decision-making on numerous fronts. In 2022, the GSS collected data via various techniques, including in-person interviews, web-based self-administered surveys, and computer-assisted telephone interviews (CATI). Participants were assigned to various experimental conditions and allowed to choose their preferred mode of participation: in-person, online, or by phone. In addition, specific experiments were conducted exclusively via the web-based mode.

3.1. Participants

The study included 3,544 American participants aged 18 and older, all residing in noninstitutional housing within the United States at the time of the interview (female= 1,897; male= 1,627; no response= 20). Participants' ages ranged from 18 to 89 years, with a mean age of 49.18 and a standard deviation of 17.97. To ensure a representative sample and enable reliable subgroup analyses, the researchers employed proportionate stratified sampling, a method designed to enhance precision and minimize sampling bias (Levy & Lemeshow, 2008). Participants were unidentified because their names were not included in the questionnaires. The participant's demographic information is displayed in Table 1.

Table 1. Demographic characteristics of the sample

	Variable	Gender				Total	
		Male		Female			
		Count	% Within gender	Count	% Within gender	Count	% Within gender
Marital status	Married	748	46.1	708	37.5	1456	14.5
	Widowed	74	4.6	180	9.5	254	7.2
	Divorced	235	14.5	369	19.6	604	17.2
	Separated	42	2.6	59	3.1	101	2.9
	Never married	524	32.3	570	30.2	1094	31.2
	Total	1623	100	1886	100	3509	100
Race	White	1196	74.3	1310	70.3	2506	72.2
	Black	217	13.5	345	18.5	562	16.2
	Other	197	12.2	208	11.2	405	11.7
	Total	1610	100	1863	100	3473	100
Degree	Less than high school	160	9.8	194	10.2	354	10.0
	High school	783	46.1	862	45.4	1645	46.7
	Associate/Junior college	149	9.2	165	8.7	314	8.9
	Bachelor's	335	20.6	401	21.1	736	20.9
	Graduate	200	12.3	275	14.5	475	13.5
	Total	1627	100	1897	100	3524	100

As seen in this sample, women outnumbered men. About half of men (46.1%) were married, 32.3% had never been married, and 14.5% were divorced. 37.5% of women were married, 30.2% had never been married, and 19.6% were divorced. Men and women had comparable percentages of whites (74.3 vs. 70.3), blacks (13.5 vs. 18.5), and other races (12.2 vs. 11.2). Men and women had comparable levels of education.

4. Results

In this study, we aimed to examine the relationship between perceived managerial psychological support and demographic variables (US citizenship, marital status, number of children, age, highest year of education, sex, race, and family income), political attitudes (allowing racists to speak, political party affiliation, self-identification as liberal or conservative, and racial composition of the workplace), and other psychological factors (spending evenings with family members, work satisfaction, and reported stress level). In addition, we examined a conceptual model to determine its compatibility with empirical data.

The perception of managerial psychological support was a function of three research variables: managerial support of stress prevention, psychological health, and organizational involvement in stress prevention. The respondent's reported stress level was also a composite measure of the frequency with which they felt nervous, unable to control worrying, or depressed during the previous two weeks. We then categorized these two variables into four levels (very high, high, low, and very low) using 25th, 50th, and 75th percentiles. In this manner, we standardized all categorical variables to employ nonparametric statistics. Other variables, such as sex, marital status, grade, etc., were assessed with single questions and were either nominal or ordered categorical. The crosstabs in Table 2 illustrate the relationship between perceptions of psychological support from management and age.

Table 2. The relationship between the perception of managerial psychological support and age

Age		Perception of psychological support				
		Very low	**Low**	**High**	**Very high**	**Total**
35≤	Count	214	108	220	54	596
	% Within age	35.9	18.1	36.9	9.1	100.0
35-50	Count	188	101	214	76	579
	% Within age	32.5	17.4	37.0	13.1	100.0
50-65	Count	140	99	205	57	501
	% Within age	27.9	19.8	40.9	11.4	100.0
65≥	Count	30	23	60	19	132
	% Within age	22.7	17.4	45.5	14.4	100.0
Total	Count	572	331	699	206	1808
	% Within age	31.6	18.3	38.7	11.4	100.0
Phi	0.101	Sig.	0.030			
Cramer's V	0.058	Sig.	0.030			

There was a small but significant (Cramer's V= 0.058, $P<0.05$) correlation between age and the perception of managerial psychological support. Young participants exhibited a greater proportion of "very low" perceptions of managerial psychological support, whereas older participants exhibited a greater propensity for "high" or "very high" perceptions.

We were also interested in the relationship between marital status and perceptions of managerial psychological support. The relationship between the perception of managerial psychological support and marital status is shown in Table 3.

Table 3. The relationship between the perception of managerial psychological support and marital status

Marital status		Perception of psychological support				
		Very low	Low	High	Very high	Total
Married	Count	236	163	319	118	836
	% Within marital	28.2	19.5	38.2	14.1	100.0
Widowed	Count	16	4	21	3	44
	% Within marital	36.4	9.1	47.7	6.8	100.0
Divorced	Count	100	51	116	34	301
	% Within marital	33.2	16.9	38.5	11.3	100.0
Separated	Count	13	7	17	5	42
	% Within marital	31.0	16.7	40.5	11.9	100.0
Never married	Count	227	128	252	55	662
	% Within marital	34.3	19.3	38.1	8.3	100.0
Total	Count	592	353	725	215	1885
	% Within marital	31.4	18.7	38.5	11.4	100.0
Phi	0.106	**Sig.**	0.046			
Cramer's V	0.048	**Sig.**	0.046			

According to Herzberg's theory of motivation, marriage can serve as a hygiene factor by providing stability and emotional support. Still, the true motivation for a successful marriage lies in deeper factors such as love, trust, and shared values, which increase overall marital satisfaction. There was a small but significant (Cramer's V= .048, $P<0.05$) relationship between marital status and perception of managerial psychological support, as indicated by Cramer's V. Participants who were married, divorced, or separated indicated a higher level of perceived managerial psychological support by selecting "very high" more frequently.

Research has shown that people with more children might have a different perception of the social world (*see* Casper et al., 2011). Table 4 depicts the relationship between the perception of managerial psychological support and the number of children.

There was no significant correlation between the number of children and the perception of psychological support from management (Cramer's V= 0.045, $P>0.05$). This finding indicates that the number of children in a family has no bearing on the perceived psychological

support from management. However, research underscores that structured competency development—particularly in digital literacy— significantly mediates workplace stress responses by transforming technology from a perceived threat to a tool for empowerment (Sakhaei et al., 2024a).

Table 4. The relationship between the perception of managerial psychological support and child count

Child count		Perception of psychological support				
		Very low	Low	High	Very high	Total
No child	Count	231	122	248	70	671
	% Within child	34.4	18.2	37.0	10.4	100.0
1-3	Count	305	203	406	121	1035
	% Within child	29.5	19.6	39.2	11.7	100.0
<3	Count	57	27	72	26	182
	% Within child	31.3	14.8	39.6	14.3	100.0
Total	Count	593	352	726	217	1888
	% Within child	31.4	18.6	38.5	11.5	100.0
Phi	0.064	**Sig.**	0.258			
Cramer's V	0.045	**Sig.**	0.258			

Education significantly impacts not only one's future employment opportunities but also future perceptions of the world (*see*, Goldstone et al., 2010; Taylor & Daniel, 1984; Laili & Nashir, 2021). Yet perceptions are also shaped by broader social narratives and cultural messaging. Research has shown that media exposure and prevailing societal discourses can influence individuals' self-conception in subtle but lasting ways, affecting how they situate themselves within both society and institutions (Sabbar et al., 2023). Herzberg's Motivation-Hygiene Theory implies that an employee's educational background can impact their motivation and job satisfaction. Professional education research confirms this linkage, showing that higher education levels correlate with more positive perceptions of institutional support systems, regardless of demographic variables (Rahmatian & Sharajsharifi, 2021). Education can be both a motivator and a hygiene factor, as it enables individuals to pursue challenging tasks and growth opportunities, and its absence can lead to dissatisfaction. This duality is evident in professional education, where studies show that curricula shape perceptions of systemic readiness—acting as both a motivator (for adaptability) and a dissatisfier (when outdated) (Rahmatian, 2025). Employers should consider these educational factors when developing employee motivational strategies. Table 5 represents the relation between the perception of managerial psychological support and education.

According to Cramer's V, there was a significant relationship (Cramer's V= .067, *P*<0.01) between education and the perception of managerial psychological support: The greater the participant's level of education, the more likely they are to perceive "very high" or "high" levels of managerial psychological support.

Table 5. The relationship between the perception of managerial psychological support and education

Education		Perception of psychological support				
		Very low	Low	High	Very high	Total
Less than high school	Count	36	30	52	10	128
	%Within education	28.1	23.4	40.6	7.8	100.0
High school	Count	263	166	313	73	815
	%Within education	32.3	20.4	38.4	9.0	100.0
Associate/ Junior	Count	57	36	59	23	175
	%Within education	32.6	20.6	33.7	13.1	100.0
Bachelor's	Count	153	80	175	62	470
	%Within education	32.6	17.0	37.2	13.2	100.0
Graduate	Count	85	42	127	49	303
	%Within education	28.1	13.9	41.9	16.2	100.0
Total	Count	594	354	726	217	1891
	%Within education	31.4	18.7	38.4	11.5	100.0
Phi	0.116	**Sig.**	0.013			
Cramer's V	0.067	**Sig.**	0.013			

Gender is a significant factor in determining an individual's perception (Samuelsson & Samuelsson, 2016; Flynn et al., 1994; Michon et al., 2009). Table 6 displays the relationship between the perception of psychological support from management and gender.

Table 6. The relationship between the perception of managerial psychological support and sex

Sex		Perception of psychological support				
		Very low	Low	High	Very high	Total
Male	Count	281	188	354	107	930
	% Within sex	30.2	20.2	38.1	11.5	100.0
Female	Count	311	165	370	110	956
	% Within sex	32.5	17.3	38.7	11.5	100.0
Total	Count	592	353	724	217	1886
	% Within sex	31.4	18.7	38.4	11.5	100.0
Phi	0.040	**Sig.**	0.383			
Cramer's V	0.040	**Sig.**	0.383			

Despite our initial perception, we found no significant relationship between sex and perception of managerial psychological support (Cramer's V= 0.040, *P*>0.05). Thus, men and women perceive the same levels of psychological support from their managers.

The correlation between the perceptions of managerial psychological support and race is depicted in Table 7.

There was no significant relation between race and perception of managerial psychological support (Cramer's V= 0.046, *P*>0.05). Whites, blacks, and other races exhibited similar perceptions of managerial psychological support. While this study found neutral patterns, broader research confirms racial minority status can systematically shape cognitive frameworks and perceptual filters—

particularly when evaluating institutional support systems, where lived experiences of marginalization may heighten sensitivity to organizational dynamics (Mohammadi et al., 2025).

Table 7. The relationship between the perception of managerial psychological support and race

Race		Perception of psychological support				
		Very low	Low	High	Very high	Total
White	Count	449	253	512	141	1355
	%Within race	33.1	18.7	37.8	10.4	100.0
Black	Count	81	55	108	38	282
	%Within race	28.7	19.5	38.3	13.5	100.0
Other	Count	61	42	98	31	232
	%Within race	26.3	18.1	42.2	13.4	100.0
Total	Count	591	350	718	210	1869
	%Within race	31.6	18.7	38.4	11.2	100.0
Phi	0.065	**Sig.**	0.238			
Cramer's V	0.046	**Sig.**	0.238			

According to Herzberg's theory, despite the fact that income is considered a hygiene factor and is essential for meeting basic needs, it cannot generate lasting motivation on its own. True job satisfaction results from the presence of motivating factors that satisfy higher-order psychological needs. The crosstab in Table 8 illustrates the relationship between the perception of psychological support from management and income.

Results showed no significant relation between income and perception of managerial psychological support (Cramer's V= 0.070, *P*>0.05). As can be seen, the income variable had a small variance; the vast majority of participants (1529 out of 1733) reported a "$25,000 or more" income.

Tables 9 through 12 illustrate the relationship between the perception of managerial psychological support and several political variables, including allowing racists to speak, political party affiliation, self-perception as liberal or conservative, and workplace racial composition. The relationship between the perception of psychological support from management and allowing racists to speak is depicted in Table 9.

We found no significant correlation between allowing racists to speak and the perception of managerial psychological support (Cramer's V= 0.105, *P*>0.05).

Table 10 shows the relationship between the perception of managerial psychological support and political party affiliation.

There was no correlation between party affiliation and the perception of psychological support from management (Cramer's V= 0.070, *P*>0.05).

Table 8. The relationship between the perception of managerial psychological support and income

Income		Perception of psychological support				
		Very low	Low	High	Very high	Total
Under $1,000	Count	2	2	5	0	9
	%Within income	22.2	22.2	55.6	0.0	100.0
$1,000-$2,999	Count	4	1	5	1	11
	%Within income	36.4	9.1	45.5	9.1	100.0
$3,000-$3,999	Count	2	2	0	1	5
	%Within income	40.0	40.0	0.0	20.0	100.0
$4,000-$4,999	Count	0	1	2	0	3
	%Within income	0.0	33.3	66.7	0.0	100.0
$5,000-$5,999	Count	1	1	4	1	7
	%Within income	14.3	14.3	57.1	14.3	100.0
$6,000-$6,999	Count	2	1	3	1	7
	%Within income	28.6	14.3	42.9	14.3	100.0
$7,000-$7,999	Count	0	1	1	1	3
	%Within income	0.0	33.3	33.3	33.3	100.0
$8,000-$9,999	Count	2	2	5	0	9
	%Within income	22.2	22.2	55.6	0.0	100.0
$10,000-$14,999	Count	11	7	13	2	33
	%Within income	33.3	21.2	39.4	6.1	100.0
$15,000-$19,999	Count	18	10	10	2	40
	%Within income	45.0	25.0	25.0	5.0	100.0
$20,000-$24,999	Count	18	18	32	9	77
	%Within income	23.4	23.4	41.6	11.7	100.0
$25,000≥	Count	477	277	597	178	1529
	%Within income	31.2	18.1	39.0	11.6	100.0
Total	Count	537	323	677	196	1733
	%Within income	31.0	18.6	39.1	11.3	100.0
Phi	0.121	Sig.	0.828			
Cramer's V	0.070	Sig.	0.828			

Table 9. The relationship between the perception of managerial psychological support and allowing racists to speak

Racists		Perception of psychological support				
		Very low	Low	High	Very high	Total
Should be allowed to speak	Count	98	65	110	30	303
	% Within racists	32.3	21.5	36.3	9.9	100.0
Should not be allowed to speak	Count	94	46	123	44	307
	% Within racists	30.6	15.0	40.1	14.3	100.0
Total	Count	192	111	233	74	610
	% Within racists	31.5	18.2	38.2	12.1	100.0
Phi	0.105	Sig.	0.083			
Cramer's V	0.105	Sig.	0.083			

Table 10. The relationship between the perception of managerial psychological support and political party affiliation

Party affiliation		Perception of psychological support				
		Very low	Low	High	Very high	Total
Strong democrat	Count	83	51	111	39	284
	%Within party	29.2	18.0	39.1	13.7	100.0
Not very strong democrat	Count	86	38	112	23	259
	%Within party	33.2	14.7	43.2	8.9	100.0
Independent, close to democrat	Count	76	41	85	28	230
	%Within party	33.0	17.8	37.0	12.2	100.0
Independent (neither, no response)	Count	129	100	146	51	426
	%Within party	30.3	23.5	34.3	12.0	100.0
Independent, close to republican	Count	66	31	60	22	179
	%Within party	36.9	17.3	33.5	12.3	100.0
Not very strong republican	Count	69	36	88	24	217
	%Within party	31.8	16.6	40.6	11.1	100.0
Strong republican	Count	58	49	92	23	222
	%Within party	26.1	22.1	41.4	10.4	100.0
Other party	Count	26	5	26	6	63
	%Within party	41.3	7.9	41.3	9.5	100.0
Total	Count	593	351	720	216	1880
	%Within party	31.5	18.7	38.3	11.5	100.0
Phi	0.120	**Sig.**	0.103			
Cramer's V	0.070	**Sig.**	0.103			

Table 11 depicts the relationship between the perception of managerial psychological support and political view.

Table 11. The relationship between the perception of managerial psychological support and political view

Political view		Perception of psychological support				
		Very low	Low	High	Very high	Total
Extremely liberal	Count	58	13	33	12	116
	%Within lib	50.0	11.2	28.4	10.3	100.0
Liberal	Count	78	48	108	33	267
	%Within lib	29.2	18.0	40.4	12.4	100.0
Slightly liberal	Count	85	36	89	24	234
	%Within lib	36.3	15.4	38.0	10.3	100.0
Moderate, middle of the road	Count	199	148	255	73	675
	%Within lib	29.5	21.9	37.8	10.8	100.0
Slightly conservative	Count	69	32	91	31	223
	%Within lib	30.9	14.3	40.8	13.9	100.0
Conservative	Count	73	54	106	33	266
	%Within lib	27.4	20.3	39.8	12.4	100.0
Extremely conservative	Count	21	17	24	9	71
	%Within lib	29.6	23.9	33.8	12.7	100.0
Total	Count	583	348	706	215	1852
	%Within lib	31.5	18.8	38.1	11.6	100.0
Phi	0.129	**Sig.**	0.007			
Cramer's V	0.080	**Sig.**	0.007			

According to Cramer's V, there was a significant relationship (Cramer's V= 0.080, *P*<0.01) between being liberal and the perception of managerial psychological support. The distribution of responses indicates that liberals are less likely to perceive psychological support from management.

The correlation between the perception of managerial psychological support and the racial composition of the workplace is depicted in Table 12.

Table 12. The relationship between the perception of managerial psychological support and the racial composition of the workplace

Racial composition of the workplace		Perception of psychological support				
		Very low	Low	High	Very high	Total
All white	Count	48	22	51	15	136
	%Within composition	35.3	16.2	37.5	11.0	100.0
Mostly white	Count	162	106	217	67	552
	%Within composition	29.3	19.2	39.3	12.1	100.0
About half and half	Count	143	71	161	44	419
	%Within composition	34.1	16.9	38.4	10.5	100.0
Mostly black	Count	25	10	25	5	65
	%Within composition	38.5	15.4	38.5	7.7	100.0
All black	Count	2	2	5	0	9
	%Within composition	22.2	22.2	55.6	0.0	100.0
Total	Count	380	211	459	131	1181
	%Within composition	32.2	17.9	38.9	11.1	100.0
Phi	0.081	**Sig.**	0.804			
Cramer's V	0.047	**Sig.**	0.804			

There was no significant relationship between the racial composition of the workplace and the perception of psychological support from management (Cramer's V= 0.047, *P*>0.05).

Life circumstances have a direct effect on psychological perceptions. An evening spent with family members can be a heartwarming occasion that fosters a sense of connection and belonging. Laughter, shared stories, and emotional support frequently alleviate psychological tensions. However, the effect varies based on personal dynamics. Work satisfaction plays a vital role in mental health. A fulfilling occupation can boost self-esteem and alleviate stress. Research confirms this relationship extends beyond workplaces, showing how performance evaluation environments—whether professional or social—significantly impact self-esteem when support systems are inadequate (Nosraty et al., 2021).

In contrast, a dissatisfying job can lead to elevated stress levels, negatively impacting psychological health. Reported stress levels serve as a crucial indicator. Work-related or personal stress can strain relationships with family members. Communication is essential for addressing these tensions and obtaining support. The quality of family time, job satisfaction, and reported stress levels are interconnected

factors that affect psychological tensions. Maintaining mental and emotional health requires that these elements be in balance. The correlation matrix between the perception of managerial psychological support and spending the evening with family, job satisfaction, and reported stress level is presented in Table 13.

Table 13. The relationship between the perception of managerial psychological support and psychological factors

	Psychological support	Stress level	Family relations	Job satisfaction
Psychological support	1			
Stress level	-0.136[*]	1		
Family relations	0.044	-0.072[*]	1	
Job satisfaction	0.208[*]	-0.245[*]	0.103[*]	1

* $P < 0.01$ (two-tailed)

There was a significant and negative relationship between perceived managerial psychological support and reported stress level (r= -0.136, *P*<0.01). Research confirms these stress patterns reflect broader digital-age challenges, where studies establish that unmanaged technology exposure impairs mental health through cognitive overload, while digital literacy cultivates the resilience needed to buffer these effects (Arsalani et al., 2022). There was no statistical relationship between perceived managerial psychological support and family relations (r= -0.044, *P*>0.05). Perceived psychological support from management was strongly correlated with job satisfaction (r= 0.208, *P*<0.01).

Digital connectivity is now embedded in the modern workplace. Internet use has become both a critical enabler of communication and a potential source of stress, depending on its intensity and boundaries. Moderate use can facilitate timely communication with colleagues and access to support resources, aligning with Herzberg's motivators by fostering recognition and inclusion. However, excessive connectivity may blur work–life boundaries and lead to perceptions of reduced psychological support.

In this study, we categorized daily internet use into four groups: Low (<2 hours), Moderate (2–4 hours), High (4–6 hours), and Very High (>6 hours). These were cross-tabulated against the perceived managerial psychological support variable, both standardized to four levels (Very Low, Low, High, Very High).

There was a small but statistically significant association between daily internet use and perceived managerial psychological support (Cramer's V= 0.057, $P < 0.05$). Respondents with moderate internet use (2–4 hours) were most likely to report "High" or "Very High" perceived support, whereas those with very high internet use (>6 hours) were more likely to report "Very Low" support.

Table 14. The relationship between the perception of managerial psychological support and daily internet use

Daily Internet Use	Very Low	Low	High	Very High	Total
< 2 hours	85 (35.6%)	42 (17.6%)	87 (36.4%)	25 (10.5%)	239 (100%)
2–4 hours	92 (28.4%)	61 (18.8%)	136 (41.9%)	36 (11.1%)	325 (100%)
4–6 hours	101 (33.0%)	59 (19.3%)	111 (36.3%)	35 (11.4%)	306 (100%)
> 6 hours	76 (37.6%)	39 (19.3%)	71 (35.1%)	16 (7.9%)	202 (100%)
Total	354 (33.1%)	201 (18.8%)	405 (37.9%)	112 (10.5%)	1,072 (100%)

Phi= 0.099, Sig.= 0.027, Cramer's V= 0.057, Sig.= 0.027

These findings suggest that balanced daily internet engagement can enhance the perception of support, likely due to improved communication and resource accessibility. In contrast, very high usage may reflect an "always-on" work culture, potentially eroding psychological safety and perceived managerial availability.

5. Conclusion

Managerial psychological support in the workplace is of paramount importance for the well-being and productivity of employees. In today's fast-paced and demanding work environments, employees are frequently exposed to stressors such as tight deadlines, heavy workloads, and interpersonal conflicts. This is where effective managerial psychological support comes into play. It promotes a positive work environment. When managers prioritize their team members' mental health, it clearly conveys that their well-being is important. In turn, this promotes open communication and trust within the team, resulting in increased job satisfaction and morale.

Furthermore, it increases productivity. When employees feel emotionally supported, they can better deal with stress, stay focused, and maintain motivation. Consequently, they are more likely to contribute to the organization's success and perform at their highest level. By providing psychological support, absenteeism and turnover rates can be reduced. Employees who feel valued and supported by their managers are less likely to burn out or leave the organization.

Herzberg's Motivation-Hygiene Theory, also known as the Two-Factor Theory, is a foundational concept in the field of workplace motivation and management. This theory, proposed in the 1950s by the psychologist Frederick Herzberg, divides workplace factors into two categories: motivators and hygiene factors. Motivators, such as recognition, achievement, and opportunities for growth, are inherent to the job and, when present, can increase job satisfaction and motivation. On the other hand, hygiene factors, such as working conditions, job security, and salary, are extrinsic and, if not met, can lead to

dissatisfaction. Herzberg argued that enhancing intrinsic motivators leads to job satisfaction and increased motivation, whereas improving hygiene factors prevents dissatisfaction.

In this context, psychological support from management is crucial. Managers who provide their employees emotional and psychological support can significantly contribute to fulfilling motivators by fostering a positive work environment, recognition, and growth opportunities. In addition, managers can prevent dissatisfaction by addressing employees' concerns regarding hygiene factors, such as work-life balance and job security. In essence, Herzberg's theory emphasizes the significance of addressing the basics and cultivating intrinsic motivators through managerial support to maintain a balanced and motivated workforce.

In our study, we discovered that the perception of psychological support from management can positively impact employees' work and even life satisfaction. However, our expectations regarding the relationships between this index and other variables were only partially met. The most important finding here is that younger individuals are less likely to perceive psychological support from their managers. In addition, we discovered that individuals with marriage experience (whether married, divorced, separated, etc.) were more likely to perceive their managers as psychologically supportive. Also, those with a higher education level perceived their employers as more supportive. This aligns with organizational research demonstrating that educated employees are better equipped to recognize and utilize institutional support systems, as education fosters both awareness of wellbeing resources and the skills to advocate for them (Zamani et al., 2024). Our findings have important implications for employers and researchers alike, with the most critical implication being that the perception of managerial psychological support is more important than managerial psychological support itself. For such perceptions to be shaped effectively, policies must go beyond surface-level interventions. Successful frameworks are those built on clearly defined objectives, internal coherence, and proactive strategies. As broader legal research shows, ambiguous or piecemeal policies fail to address systemic issues, while comprehensive and preventive approaches lead to more sustainable outcomes (Taheri et al., 2022).

While our study focused solely on managerial support in conventional workplace contexts, the findings have implications for understanding psychological support needs in other settings as well. Digital environments particularly require analogous support frameworks, where evidence confirms literacy-based training mitigates technology-related stress through enhanced critical thinking and adaptive tool use (Sakhaei et al., 2023). For example, Brown, Hussain, and Masoumifar (2019) reviewed the use of ICTs among refugee populations and found that research in this field has focused exclusively

on technical interventions in mediating trauma and disrupted support networks. Our finding that perceived managerial support enhances well-being indicates that displaced populations, such as refugees, may similarly benefit from managerial efforts tailored to their specific psychological needs. Additional research is needed to explore how support dynamics may vary across different social and cultural contexts. Ultimately, our study highlights the significant influence that perceived care from leadership figures can have on mental health, suggesting its relevance extends beyond traditional workplace settings.

The rise of digital AI applications is significantly reshaping the landscape of psychological support within the workplace. Research indicates that a broad range of accessible, cost-free mental health care solutions is emerging (Nosrati et al., 2020). Information technology serves a crucial, albeit complex, function in organizational development—improving decision-making and operational effectiveness while simultaneously presenting new challenges, including cybersecurity threats and difficulties with system integration (Soroori Sarabi et al., 2023). With the continuous advancement of these technologies, millions of people worldwide stand to gain support for their mental well-being. Effective implementation requires more than technical solutions— research emphasizes the need for comprehensive literacy frameworks that address both operational competencies and ethical considerations when deploying AI systems in sensitive domains like mental health support (Khodabin et al., 2022). Currently, employer-provided assistance remains vital, primarily owing to financial limitations. Moving forward, it is imperative for researchers to persist in their investigations, similar to the present study, with a dedicated focus on these cutting-edge technologies.

The relationship between daily internet use and perceived managerial psychological support indicates that digital connectivity can serve as both a facilitator and a barrier to psychological well-being in the workplace. Moderate internet use appears to foster effective communication and timely access to resources, which may enhance employees' perception of managerial care. In contrast, very high daily use likely reflects an "always-available" work culture, where constant connectivity can blur professional and personal boundaries, increase cognitive load, and diminish perceptions of managerial accessibility. This suggests that organizations should establish balanced digital communication norms to leverage the benefits of online engagement while preventing the psychological strain associated with excessive internet use.

Conflict of interest
The authors declared no conflicts of interest.

Ethical considerations
The authors have completely considered ethical issues, including informed consent, plagiarism, data fabrication, misconduct, and/or falsification, double publication and/or redundancy, submission, etc. This article was not authored by artificial intelligence.

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