Factors affecting work engagement

Justine Tanuwijaya1*, Andreas Wahyu Gunawan2, Mega Piraswati3
1,2,3Faculty of Economics and Business, Universitas Trisakti
*Corresponding author Email: *justine@trisakti.ac.id

Abstract

The purpose of this study was to explore the influence of supervisor support, job characteristics, and authentic leadership on employees’ work engagement of PT Burangkeng Maju Tehnik. Based on the literature review a conceptual framework is proposed that links all independent variables to work engagement. The model was tested on a sample of 125 employees working at PT Burangkeng Maju Tehnik. The framework was tested with a multiple regression approach. The results of this study show that there is a positive effect of supervisor support, job characteristics, and authentic leadership on work engagement. It is suggested that leaders increase supervisor support by assisting their subordinates related to work. For improving job characteristics, leaders should notice job significance. To enhance authentic leadership, leaders should focus on relational transparency by building transparent and open relationships with employees. To strengthen work engagement, leaders ought to concern with cognitive engagement by motivating employees.

Keywords: Authentic Leadership; Job Characteristic; Supervisor Support; Work Engagement

INTRODUCTION

At this time the business world is experiencing very tight competition, and companies must do various ways to keep their business sustainable. One of the things that can improve the company’s internal development is work engagement. Work engagement is conceptualized as a positive, satisfying, work-related state of mind characterized by passion, dedication, and absorption (Garg et al., 2021).

The first thing that can affect work engagement is supervisor support. Workplace engagement is based on antecedents such as the relationship between employees and their managers and supervisors. Shantz et al. (2013) suggest that employees who receive support from supervisors will increase their work engagement better.
Another factor that can affect work engagement is job characteristics. Job characteristics play an important role in attracting employees, because if employees can recognize the characteristics of their work, then they will try hard at work.

Not only influenced by supervisor support and job characteristics but work engagement is also influenced by authentic leadership. Chaudhary & Panda (2018) said that a leader who is authentic and true to his values and demonstrates the highest level of ethical behavior will inspire followers to work better, thereby increasing the level of employee work engagement.

The main objective of this paper is to show new empirical evidence on the impact of supervisor support, job characteristic, and authentic leadership on work engagement.

There is a long-standing interest by scholars in determining work engagement. However, the focus of this literature has tended to be the impact of work engagement from other factors. Little is known beyond particular cases about the impact of work engagement. To investigate other issues, the paper also analyzes the impact of job characteristics and authentic leadership on work engagement.

PT Burangkeng Maju Tehnik is a steel fabrication company that produces products based on customer orders. The vision of PT Burangkeng Maju Tehnik is to become an international standard manufacturer of mining support equipment and steel fabrication, while its mission is to make employees engaged by implementing strong supervisor support, better applying job characteristics, and maximizing authentic leadership style that is in line with the company's objectives. Therefore, the management must pay attention to implementing those activities to achieve employees more engaged.

The objectives of this research are to investigate the impact of supervisor support, job characteristic, and authentic leadership on work engagement. The significance of this study is to the manager should focus on more job characteristics than supervisor support and authentic leadership used in this research, the theoretical contribution that explained how job characteristics should be established.

By the explanation expressed from the background of the research above, the formulation of the problem is: "Is there an influence of supervisor support, job characteristics, authentic leadership on work engagement in employees of PT Burangkeng Maju Tehnik?"

LITERATURE REVIEW

Supervisor Support
Supervisors play an important role in influencing employee attitudes, expectations, and behavior. Kalliath et al. (2020) define supervisor support as the main source of support for social workers because they are often deliberate with supervisors for assistance with administrative issues, clinical cases, and further skills.
development. Supervisor support is defined by Gordon et al. (2019) as an employee's view of whether the supervisor values his contribution and cares about his welfare. Yang et al. (2020) define supervisor support as an employee's perception of how much the supervisor cares about employee welfare and appreciates employee contributions. Supervisor support is defined as employee beliefs about the extent to which supervisors provide emotional and instrumental assistance related to work (Jin et al., 2016).

Job Characteristics
According to Johari & Yahya (2016), job characteristics can increase the level of employee motivation by developing three psychological conditions, namely the meaning of work, a sense of responsibility, and feedback or understanding of results. Rai et al. (2017) suggested that five core job characteristic dimensions (i.e., autonomy, skill variety, task identity, task significance, and feedback) contribute to specific personal and job outcomes through three employee psychological states (i.e. meaningful experience, a strong sense of responsibility), experienced, and knowledge of outcomes). As defined by Robbins and Judge (2019) job characteristics also included skill variety, task identity, task significance, autonomy, and feedback. Iqbal et al. (2018) state that the job characteristic model emphasizes how job characteristics play a role in motivating and increasing employee job satisfaction. The job characteristic model describes the importance of employee talent, the number of activities required, and the types of skills required to complete a particular job.

Authentic Leadership
Wirawan et al. (2020) define authentic leadership as leadership that involves the leader's resources and organizational support. Authentic leadership must not only focus on itself but also give special care to employee development. Al Sahi Al Zaabi et al. (2016) define authentic leadership as a process that stems from positive mental abilities and a well-structured organizational environment, which can increase the leader's self-awareness and reflect the behavior of followers positively.

Work Engagement
Robbins and Judge (2019) mention that work engagement is an employee’s involvement with, satisfaction with, and enthusiasm for the work he or she does. Joo et al. (2016) define work engagement as the embodiment of the physical, cognitive, and engagement as a positive, satisfying, and work-related state of mind characterized by passion, dedication, and absorption. Barnes et al. (2014) state that works engagement is the motivation shown by employees in carrying out any work given by the company, although there are many obstacles in their work, they are still enthusiastic about working.
Factors affecting work engagement

Hypothesis Development

Supervisor Support and Work Engagement

Jose & Mampilly (2015) observed that when employees feel their supervisors provide very high support, the quality of employees is also high and this relationship will affect the level of work engagement. These results are also in line with the findings of Ocampo et al. (2018) found that supervisor support has a strong relationship with work engagement. If employees feel that their supervisors value and care about them, provide the information they need, and listen to work and non-work issues, employees will be full of energy and passion at work, which will increase work engagement. Pattnaik & Panda (2020) stated that the support that employees get from supervisors is very helpful in increasing work engagement. Supervisor support can help employees improve operational efficiency to meet challenges quickly. Strong supervisor support leads to the formation of high-quality relationships between superiors and employees, which in turn affects work engagement. Employees believe that the supervisor's attention to their problems makes employees feel psychologically safe, and they will integrate all aspects of life such as work experience into their work, psychologically or motivated. From the theoretical explanation above, the hypothesis can be formulated as follows:

H1: There is a positive influence of supervisor support on work engagement

Job Characteristics and Work Engagement

One of the factors to realize employee work engagement is job characteristics (Prameswari, 2019). Job characteristics have aspects or components that can lead to a full understanding of the work and a sense of responsibility for the work, pay attention to the impact of work, and produce positive employee ethics that will affect work engagement. In addition, jobs that have special characteristics will give employees more space to participate in their work.

Figure 1 Conceptual Framework
Source : Pattnaik & Panda (2020); Rai & Maheshwari (2021); Aboramadan et al.(2021).
A study conducted by Yasintasari & Mulyana (2019) shows that the connection between job characteristics and work engagement is that employees feel responsible and dedicated to their work for two reasons, namely that the work completed can help colleagues and benefit the company. Both of these are in line with one aspect of the job characteristic, namely task significance. Further evidence states that employees who have a job identity, namely the work done can be identified as the employee's job and the need for completion from beginning to end by the employee himself makes employees excited (vigor) and considers it an achievement. Thus, the following hypotheses can be developed:

**H2: There is a positive effect of job characteristics on work engagement**

**Authentic Leadership and Work Engagement**

Penger & Èerne (2014) reveal authentic leadership as one of the biggest factors that drive work engagement, because increased satisfaction, commitment, and happiness in the workplace leads to higher work engagement and authentic leadership motivates their followers by setting the main goal to provide products. better, best service, and best quality.

Aboramadan et al. (2021) stated that authentic leadership is considered a very positive predictor of work engagement. In many studies, the link between authentic leadership and work engagement is considered important because authentic leadership increases positive work outcomes for employees. This happens because authentic leadership helps keep trust between leaders and employees because of the transparency involved, thereby increasing work engagement.

According to Jiang & Luo (2018), when employees feel greater support from their superiors, they tend to be more engaged at work. Direct supervisors play an influential role in sharing reliable information and communicating openly with employees, encouraging a high level of commitment among employees, and facilitating their understanding of the organization's goals. Therefore, employees are more likely to feel the positive influence and high empowerment of the organization. Previous empirical findings also show that supervisory support tends to encourage work engagement. The results showed a significant positive association leading from authentic leadership to employee engagement. Based on this argument the study hypothesizes that:

**H3: There is a positive effect of authentic leadership on work engagement**

**METHODS**

**Research design**

This research was a modification of several studies conducted by Pattnaik and Panda (2020) followed by research conducted by Rai and Maheshwari (2020) and Aboramadan et al. (2021). This study was conducted to analyze the effect of "supervisor support, job characteristic, authentic leadership on work engagement" on employees of PT Burangkeng Maju Tehnik. This type of research was hypothesis testing. The units used in this study are individuals, namely employees who work at PT Burangkeng Maju Tehnik. This data retrieval was carried out using a cross-sectional method.
Factors affecting work engagement

Variables and Measurements

In this study, there are four (4) variables that will be used, namely, (3) three independent variables (independent variable): supervisor support, job characteristic, and authentic leadership, and (1) one dependent variable (dependent variable): work engagement. The study used the questionnaires developed by Susskind et al. (2019) containing measures for supervisor support consisting of 4 items, such as I feel my supervisor assists me in customer service. Job characteristic developed by Iqbal et al. (2018) has 15 items, such as I use a variety of skill to do my job. Furthermore, authentic leadership was taken from Walumbwa et al (2008) comprising 16 items, such as my leaders are willing to admit mistakes that they have done. Lastly, work engagement was adopted from Rich et al. (2010) and incorporates 13 items, such as I am enthusiastic about my work.

Data Collection Technique

The following are the techniques used in this research:

1. Questionnaire

Researchers distributed questionnaires to obtain relevant data from respondents. Questionnaires were distributed through online media, namely, google Forms to facilitate data collection from respondents who were spread out to employees of PT Burangkeng Maju Tehnik.

2. Literature Study

In completing the data to support the variables studied, the researcher also conducted a literature study by searching for data through journals and articles related to supervisor support, job characteristics, authentic leadership, and work engagement.

Research Sampling

The population were employees of PT Burangkeng Maju Tehnik. All employees were taken as research samples or using the census method, employees of PT Burangkeng Maju Tehnik consisted of 125 employees. The census method is a data collection method in which the entire population is used as research respondents (Sugiyono, 2017).

Research Instrument Testing

Validity and reliability test were undertaken. All item questionnaires were found to be valid with score factor loading > 0.50. In addition, the reliability test was measured using Cronbach Alpha and found all variables were reliable.

| No | Variable                | Item | Cronbach’s Alpha | Decision |
|----|-------------------------|------|------------------|----------|
| 1  | Supervisor Support      | 4    | 0.723            | Reliable |
| 2  | Job Characteristic      | 15   | 0.930            | Reliable |
| 3  | Authentic Leadership    | 15   | 0.917            | Reliable |
| 4  | Work Engagement         | 13   | 0.905            | Reliable |

Source: Data processing result
Data Analysis Method

This study used multiple regression as an analytical tool to examine the effect of independent on the dependent variable.

RESULT AND DISCUSSION

Data Analysis

Hypothesis Testing

The results in table 2 show supervisor support, job characteristic, and authentic leadership have a significant effect on work engagement.

| Hypothesis                                           | B   | Sig   | Decision |
|------------------------------------------------------|-----|-------|----------|
| H1: Supervisor support positively affects work engagement | 0.686 | 0.000 | Supported |
| H2: Job characteristics positively affect work engagement | 0.843 | 0.000 | Supported |
| H3: Authentic leadership positively affects work engagement | 0.740 | 0.000 | Supported |

Source: data processing result

Discussion

From the results of testing the first hypothesis, it can be seen that the significant value for testing the positive influence of supervisor support on work engagement is 0.000 <0.05. The results are supported by previous research conducted by Jose & Mampilly (2015) that when employees feel that supervisors provide very high support, then the level of work engagement is also high. These results are also in line with the findings of Ocampo et al. (2018) if employees feel that their supervisors respect and care about them, provide needed information and listen to work and non-work issues, employees will be full of energy and passion at work, thereby increasing work engagement. Then Patnaik & Panda (2020) also supported Ocampo et al (2018) by saying employees are very pleased to have received assistance from their supervisor to provide customer service. Supporting this finding, this study proves the support given by supervisors is very helpful in increasing work engagement.

For the second hypothesis, it can be seen that the significant value for testing the positive effect of job characteristics on work engagement is 0.000 <0.05. The results of this study are supported by previous research conducted by Yasintasari & Mulyana (2019) which shows that job characteristic has a significant impact on work engagement. It means that employees feel responsible and dedicated to their work, so it will influence their engagement. Then according to Prameswari (2019), having various skills to perform the job will eventually increase work engagement. This research indicated that employees are engaged to contribute to organizational performance because employees believe their skills are found to be useful. In addition, job characteristics have components that can lead to a full understanding of work and a sense of responsibility.
for work results, pay attention to the impact of work, and produce positive employee ethics that will affect work engagement.

The final hypothesis, the significant value for testing the positive influence of authentic leadership on work engagement is 0.000 <0.05. The results of this study are supported by previous research conducted by Penger & Erne (2014) which reveals authentic leadership as one of the biggest factors that encourage work engagement, because satisfied, committed and happy employees in the workplace lead to higher work engagement. Then Aboramadan et al. (2021) mention that authentic leadership is considered a very positive predictor of work engagement. A further factor that affects work engagement is authentic leadership. Each employee perceives that having authentic leadership will give you time, energy, and effort to have a lot better work engagement. In this study, the result finds authentic leaders are very keen to acknowledge any wrongdoing they made. As a result, it reveals work engagement stems from authentic leadership implementation in the workplace. In many studies, the relationship between authentic leadership and work engagement is considered important because authentic leadership increases positive work outcomes for employees.

CONCLUSION, MANAGERIAL IMPLICATIONS, LIMITATIONS, AND FUTURE RESEARCH

Conclusion
In this research, the paper investigated the factors affecting work engagement. The results that supervisor support has a significant influence on work engagement. In addition, work engagement is influenced by job characteristics, simultaneously authentic leadership also give a significant impact on work engagement.

The supervisor has supported the employees well using job identity, job significance, job variety, job autonomy, and feedback on their work. Finally, authentic leadership has allowed employees to pursue their career development. It has certainly affected the employees’ work engagement.

There are positive influences of supervisor support, job characteristic, and authentic leadership on work engagement. Job characteristics have the greatest effect on work engagement. Thus, the application of job characteristics such as holding employee skills training activities, providing information on performance effectiveness directly, and providing criticism and suggestions to employees is very influential. Where employees uphold their competencies to produce good products, the best services, and the best quality that increase the effectiveness and success achieved by the company.

Managerial Implication
The supervisors should be willing to assist, and direction, and pay attention to their subordinates. Job characteristics can play a significant role to make employees engaged. To get employees engaged, thus a leader should exercise an authentic leadership style to keep balanced their working environment, so it enables the building of transparent and open working relationships for employees to share information.
The management of PT. Burangkeng Maju Tehnik has proven successful in implementing factors affecting work engagement. The role of a supervisor is very important in working life, if employees have full support from their superiors, employees will feel comfortable in the work environment and can carry out work effectively and efficiently so that they can improve their performance. Furthermore, skill variety is also crucial to creating work engagement. Ultimately the leaders need to listen carefully to the various opinions of employees before making decisions so that employees feel valued by their leaders and do their work with a strong sense of responsibility and increased work engagement.

Research Limitation
This research was only conducted on one company and the variables used in this study are limited to supervisor support, job characteristics, authentic leadership, and work engagement.

Suggestions for Future Study
This research can be done in other companies or compared with several companies in the same or different industries. Other variables that should be investigated include adding self-efficacy, organizational support, organizational commitment variables, and many other variables that can also affect work engagement.

REFERENCES
Aboramadan, M., Alolayyan, M. N., Turkmenoglu, M. A., Cicek, B., & Farao, C. (2021). Linking authentic leadership and management capability to public hospital performance: the role of work engagement. *International Journal of Organizational Analysis*. https://doi.org/10.1108/IJOA-10-2020-2436

Al Sahi AL Zaabi, M. S., Ahmad, K. Z., & Hossan, C. (2016). Authentic leadership, work engagement, and organizational citizenship behaviors in a petroleum company. *International Journal of Productivity and Performance Management*. https://doi.org/10.1108/IJPPM-01-2016-0023

Azanza, G., Moriano, J. A., Molero, F., & Lévy Mangin, J. P. (2015). The effects of authentic leadership on turnover intention. *Leadership and Organization Development Journal*. https://doi.org/10.1108/LODJ-03-2014-0056

Barnes, D. C., Collier, J. E., & Robinson, S. (2014). Customer delight and work engagement. *Journal of Services Marketing*. https://doi.org/10.1108/JSM-02-2013-0051

Chaudhary, R., & Panda, C. (2018). Authentic leadership and creativity: The intervening role of psychological meaningfulness, safety, and work engagement. *International Journal of Productivity and Performance Management*. https://doi.org/10.1108/IJPPM-02-2018-0082

Garg, N., Murphy, W., & Singh, P. (2021). Reverse mentoring, job crafting and work-outcomes: the mediating role of work engagement. *Career Development International*. https://doi.org/10.1108/CDI-09-2020-0233
Factors affecting work engagement

Gordon, S., Tang, C. H. (Hugo), Day, J., & Adler, H. (2019). Supervisor support and turnover in hotels: Does subjective well-being mediate the relationship? *International Journal of Contemporary Hospitality Management*. https://doi.org/10.1108/IJCHM-10-2016-0565

Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (2010). *Multivariate Data Analysis* 7th Edition. New Jersey: Prentice-Hall.

Hair, J. F., Huit, G. T. M., Proksch, D., Sarstedt, M., Pinkwart, A., & Ringle, C. M. (2018). Addressing endogeneity in international marketing applications of partial least squares structural equation modeling. *Journal of International Marketing*. https://doi.org/10.1509/jim.17.0151

Iqbal, Q., Ahmad, N.H., & Ahmad, B. (2018). Enhancing sustainable performance through job characteristics via workplace spirituality. A study on SMEs. *Journal of Science and Technology Policy Management*. https://doi.org/10.1108/JSTPM-02-2018-022

Jiang, H., & Luo, Y. (2018). Crafting employee trust: from authenticity, transparency to engagement. *Journal of Communication Management*. https://doi.org/10.1108/JCOM-07-2016-0055

Jin, M., McDonald, B., & Park, J. (2016). Followership and job satisfaction in the public sector: The moderating role of perceived supervisor support and performance-oriented culture. *International Journal of Public Sector Management*. https://doi.org/10.1108/IJPSM-05-2015-0101

Joo, B. K., Lim, D. H., & Kim, S. (2016). Enhancing work engagement: The roles of psychological capital, authentic leadership, and worker empowerment. *Leadership and Organization Development Journal*. https://doi.org/10.1108/LODJ-01-2015-0005

Jose, G., & Mampilly, S. R. (2015). Relationships Among Perceived Supervisor Support, Psychological Empowerment and Employee Engagement in Indian Workplaces. *Journal of Workplace Behavioral Health*. https://doi.org/10.1080/15555240.2015.1047498

Kalliath, P., Kalliath, T., Chan, X. W., & Chan, C. (2020). Enhancing job satisfaction through work-family enrichment and perceived supervisor support: the case of Australian social workers. *Personnel Review*. https://doi.org/10.1108/PR-06-2018-0219

Ocampo, A. C. G., Restubog, S. L. D., Liwag, M. E., Wang, L., & Petelczyc, C. (2018). My spouse is my strength: Interactive effects of perceived organizational and spousal support in predicting career adaptability and career outcomes. *Journal of Vocational Behavior*. https://doi.org/10.1016/j.jvb.2018.08.001

Pattnaik, S. C., & Panda, N. (2020). Supervisor support, work engagement and turnover intentions: evidence from Indian call centers. *Journal of Asia Business Studies."
Penger, S., & Èerne, M. (2014). Authentic leadership, employees’ job satisfaction, and work engagement: A hierarchical linear modeling approach. Economic Research-Istrazivanja. https://doi.org/10.1080/1331677X.2014.974340

Prameswari, G. A. (2019). The Effects Of Job Characteristics On Work Engagement. Russian Journal of Agricultural and Socio-Economic Sciences. https://doi.org/10.18551/rjoas.2019-01.58

Rai, A., Ghosh, P., Chauhan, R., & Mehta, N. K. (2017). Influence of job characteristics on engagement: does support at work act as a moderator? International Journal of Sociology and Social Policy. https://doi.org/10.1108/IJSSP-10-2015-0106

Rai, K., & Maheshwari, S. (2021). Helping heart: Exploring the determinants of helping behavior in the time of social distancing. Journal of Human Behavior in the Social Environment. https://doi.org/10.1080/10911359.2020.1854139

Rich, B.L., Lepine, J.A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. Academy of Management Journal. https://doi.org/10.5465/amj.2010.51468988

Robbins, Stephen P and Timothy A. Judge (2019). Organizational Behavior, 18th edition, USA: Pearson

Sekaran Uma; Bougie Roger. (2016). Research Methods for Business: A Skill Building Approach. In Wiley PLUS Learning Space Card.

Shantz, A., Alfes, K., Truss, C., & Soane, E. (2013). The role of employee engagement in the relationship between job design and task performance, citizenship, and deviant behaviors. International Journal of Human Resource Management. https://doi.org/10.1080/09585192.2012.744334

Sugiyono. (2017). Metode Penelitian Bisnis (Pendekatan Kuantitatif, Kualitatif, Kombinasi dan R&D). Sugiyono. (2017). Metode Penelitian Bisnis (Pendekatan Kuantitatif, Kualitatif, Kombinasi dan R&D). In Metodologi Penelitian. In Metodologi Penelitian. Susskind, A. M., Kacmar, K. M., & Borchgrevink, C. P. (2019). How Organizational Standards and Coworker Support Improve Restaurant Service. In The Next Frontier of Restaurant Management. https://doi.org/10.7591/9781501736520-004.

Walumbwa, F.O., Avolio, B. J., Gardner, W.L., Wernsing, T.S., & Peterson, S. J. (2008). Authentic Leadership: Development and validation of a theory-based measure. Journal of Management. https://doi.org/10.1177/0149206307308913
