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Increasing Employee Engagement Through Management of Job Demands and Supervisor Support Educational Institutions

Suhardoyo[1], Sinta Rukiastiandari [2], Isyana Emita[3]

[1,3] Faculty of Economics and Business, Bina Sarana Informatics University
[2] Faculty of Engineering and Informatics, Bina Sarana Informatics University

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Corresponding Author:

Sudaryono

Email: suhardoyo.syo@bsi.ac.

ABSTRACT

There are many companies or organizations that have'n been able to create a balance of job demands and supervisory support as a variable for employee work engagement, causing many physical and psychological health problems that affect performance and affect productivity with a decrease in quality. the resulting product, the burden of product repair costs increases, increased employee absenteeism and low employee engagement which results in decreased employee productivity. We conducted this research with the aim how much influence job demands and supervisor support variables on employee engagement variables. By using a cross-sectional study research method, with a probability sampling of 92 employees of the garment industry from a difference of 167 employees. Analysis of research data using Multiple Linear Regression Analysis with the SPSS program. 23. Based on research and after processing the data, it shows that job demands have a negative relationship of 0.326 with employee work engagement, while supervisor support has a positive relationship of 0.431. While job demands and supervisor support together have a significant effect on employee job engagement. 71.44%, while the remaining 28.56% is explained by other variables not included in this study.

INTRODUCTION

The government realizes that the textile industry and textile products are one of the strategic national manufacturing industries in the Indonesian economy, because of their contribution to 2 (two) national interests. The first is in the social sector, by absorbing labor and creating employment opportunities. The second is in the economic sector, namely generating net foreign exchange exports of more than 3 billion US dollars annually. Until the end of 2017, the textile industry contributed $ 12.54 billion and has the potential to increase to the figure of $ 20 billion. This contribution is ranked 3rd after palm products at $ 22.9 billion and the tourism sector at $ 20 billion (Lembong, 2017)

It is undeniable that in every organization or company, there is almost always one or more employees who experience work fatigue so that these employees cannot have the expected productivity and will threaten performance and low attachment to the company.

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For this reason, it is necessary to properly manage the existing resource factors in the company such as physical resources, organizational resources, and human resources so that the company's competitiveness will be stronger. (Chukwuka & Nwakoby, 2018)

Most organizations do not have an effective way to solve problems as a whole in their activities. As management who is responsible for the ongoing activities of the company must prepare and have a good strategy to reduce the desire or leave employees from the company they lead. With a good strategy from the organization, it will minimize the desire of employees to leave or leave the organization and keep engaging with their work. (Hayati1, Kurniawati, & Witarsa, 2018)

Employees who have high work engagement will have a big influence on their work and will eventually become very attached to their work (Yalabik, Popaitoon, Chowne, & Rayton, 2018). Meanwhile, workers who feel a decrease in enthusiasm and enthusiasm due to fatigue, they tend to dislike their work and become active in seeing job opportunities at other companies (increased turnover intention) according to (Merissa, 2018). According to the results of research conducted by the 2018 Survey Crest, there are a number of trends in that it was found that 87% of employees who work in various parts of the world do not have work engagement(Cress, 2018).

It is believed that excessive Job Demands for employees will cause employee work fatigue and this will lead to psychological impacts on employees which will have further consequences as a psychological stressor. Pressure to face demands to complete tasks in a limited time, excessive workload, a boss who is too demanding, unpleasant co- workers are some psychological stressor factors for employees. The management of job demands by involving supervisor support according to the job demands-resources theory must be done so as not to hamper the company's performance, especially those related to work fatigue and boredom so that it can minimize the effect caused by a decrease in employee engagement.(Lee-peng, Lok-sin, & Ka-fei, 2018)Furthermore, that with more support from superiors it triggers a sense of return from subordinates and is manifested by trying to help superiors to achieve predetermined goals (Eisele-dyrli, 2019). According to (Aveline & Kumar, 2017) who conducted research and found evidence that when subordinates' efforts were rewarded fairly, they made subordinates work innovatively against the high work demands placed on them. Research (Maria Dr. Jakubi, 2018) stated that job demands have a negative correlation with engagement, which means that the higher the job demands, the lower the employee engagement, which causes lower employee productivity and performance.

Job Demand

Meanwhile, (Robbins, 2017) stated that job demand is a factor related to one's job and can put pressure on people if the task demands are too high and can increase anxiety and stress. Basically, someone will feel that they are not burdened with their duties if they are comfortable and can synergize with their environment.

Supervisory Support

Supervisor support is a dimension of job resources (Bakker & Demerouti, 2019) defined as supervisor support as the extent to which supervisors behave by optimizing the use of knowledge, skills and attitudes of employees acquired in training on the job. (Jamaludin, 2012) stated that supervisor support is related to the support provided by the

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supervisor for the application of training results to the job.
Employee Engagement

(Carasco-saul, Kim, & Kim, 2019)asserted that employees' attachments have to do with what people do. The most obvious behavior is the person's effort. A person who is engaged will work hard, try desperately, stay afloat, keep coming on time, keep working hard.

RESEARCH METHOD

This study uses data types derived from respondents' opinions which are then quantified (in the form of numbers). Meanwhile, in terms of time, this study is a cross-sectional study. Cross-sectional research is research that is conducted once and reflects a portrait of a situation at a certain time.

The population in this study were employees of the educational institutes as one of with 167 employees. Through calculations with the Slovin formula, the sample size is determined as many as 92 respondents. The determination of the sample in this study was carried out by using Probability Sampling. Probability sampling shows that all elements in the population have all probability of being selected as a sample.

The sample of responden the gender there are 61 women (66%), while 31 people (34%) for men, the age of respondents 18-25 with 45 people (49%), ages 26-40 as many as 33 people (36%) and over 41 as many as 14 people (15%). Judging from the length of work, it shows 1-3 years as many as 40 people (43%), 4-7 years as many as 30 people (33%), and over 8 years as many as 22 people (24 %). Meanwhile, the education for primary school is 15 people (16%), Junior high school is 32 people (35%) and Senior High School is 45 people (49%).

Analysis of the data used in this study is Multiple Linear Regression Analysis using the SPSS program. 23 'Multiple linear regression is used to measure the effect of the independent variable on job demands, supervisor support on the dependent variable of employee engagement.

Test the Coefficient of Determination (R2)

Aims to determine the power of the independent variable (independent variable) to explain the dependent variable (dependent variable). In other words, the coefficient of determination is carried out to see how much the ability of the independent variables together can provide an explanation of the dependent variable.

T test

The t test was used to determine whether the effect of each independent variable partially on the dependent variable was tested at a significant level of 0.05. The t test aims to determine whether the independent variables used in the regression equation model, the decision criteria are as follows. Based on the t and t table values:

1) If t count> t table or t statistic <0.05, then Ho is rejected and Ha is accepted, meaning that there is an effect of theindependent variable on the dependent variable.
2) If t <t table or t statistic> 0.05, then Ha is rejected and Ho is accepted, meaning that there is no influence of theindependent variable on the dependent variable.

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F test

The F test aims to determine whether the independent variables used in the regression model can simultaneouslyexplain the dependent variable. The decision criteria are as follows:

1) If F count> F table or F statistic <0.05 then Ho is rejected and Ha is accepted, that is
2) If F count <F table or F statistic> 0.05 then Ha is rejected and H0 is accepted, meaning that there is no influencebetween the independent variables on the dependent variable.

RESULT

Validity and Reliability Test

Valididy Test

The validity testing technique used by the Pearson correlation. If the correlation coefficient for each question item is more than 0.2, it can be concluded that the question is valid, conversely if the correlation coefficient value is less than 0.2 it can be stated that the question is invalid. The validity test for the variable job demands for 11 questions showed that the correlation coefficient for each question item showed an average result above 0.2 so that the question was declared valid. While the validity of the supervisor support variable for the 10 question items shows the result of the correlation coefficient of each question item shows an average result above 0.2 so that the question is declared valid. The validity of the employee engagement variable for the 8 question items shows the results of the correlation coefficient for each of the 7 question items showing the average result above 0.2 so that the question is declared valid, while for 1 question it shows the result below 0.2 so it is declared invalid and we do a research over the item

Reliability Test

The reliability testing technique uses the Cronbach alpha coefficient with a significant level of 5%. If the correlation coefficient is greater than the critical value or if the Cronbach alpha value is greater than 0.6 then it is declared reliable. The reliability test on the Job Demands variable showed a cronbach alpha value of 0.799 from a total population of 92 with 11 question items showing reliable results, while the reliability test on the supervisory support variable showed cronbach's alpha of 0.697 with 10 question items showing reliable results and The reliability test on the employee engagement variable showed that Cronbach's alpha was 0.630 with 7 items of questions showing reliable results. So that of the three variables it can be said that the cronbach alpha values all show greater than 0.6, so it can be concluded that the instruments used to measure the three variables are reliable.

Statistic test

Determination Test (R2)

The coefficient of determination or R2 test aims to determine how much the ability of the independent or independent variables (job demands and supervisor support) to explain the dependent dependent variable (employee engagement) or to determine the percentage of dependent variation explained in the independent variable.

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Table 1. Coefisien Determinasi Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785(a)	.516	.607	1.571

a.Predictors: (Constant), job demands, supervisory support
Dependent Variable: employee engagement

Table 1, the coefficient of determination (R^2) is 0.516 or 51.6%. The value of the coefficient determination shows that the independent variable consisting of Job Demands (X1) and Suppervisor Support (X2) is the dependent variable, and Employee Engagement (Y) of 51.6%, while the remaining 48.4% is explained by the variable. others who were not included in this research model.

Individual Testing (t test)

The t test is used to determine whether the independent variable Job Demands (X1) and Supervisor Support (X2) partially or individually have a significant effect on the dependent variable Employee Engagement (Y).

Table 2. Result Test t

Model		Unstandardiz Standardized Coefficients B	Std. Error	Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	5.293	1.745		3.109	.003		
	Job_Demands	-.326	.027	.299	3.302	.000	.641	1.459
	Supervisor_ Support	.432	.072	.562	7.199	.001	.641	1.459

a. Dependent variable: employee engagement

Table 2 it can be explained the effect of each variable can be explained as follows:

Effect of Job Demands on Employee Engagement

The beta score for the job demands variable is - 0.326 or minus 32.6%. This means that the magnitude of the effect of job demands on employee engagement is -32.6%, indicating a negative value, which means that if job demands are added by one unit, employee engagement will decrease by 0.326 units and than job demands are decreased or decreased by one unit, then employee engagement will be decreased. will increase by 0.326 units.

Effect of Supervisory Support on Employee Engagement

It is obtained that the Beta value of the supervisor support variable is 0.432 or 43.2%. This means, the magnitude of the influence of supervisor support on employee engagement is 43.2%, this value a positive and significant value, which means that if supervisor supports have increased by one unit, employee engagement will increase by 0.432, and vice versa if supervisor support has decreased by one unit. then employee engagement will

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decrease by 0.432 units.

Simultaneous Testing (Test F)

Table 3 . Result Test Simultaneus (Anova/F)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	362.176	2	175.093	71.440	.000(a)
	Residual	229.683	90	2.368		
	Total	573.870	92			

A Predictors: (Constant), Job_demands, supervisor_supportb
Dependent Variable: Employee Engagement

Table 3, the results of the simultaneous test (ANOVA / F) obtained a probability value (Sig) of 0.000. The Sig value <0.05 (0.000 <0.05), the decision is that H_0 is rejected and Ha is accepted, meaning that job demands and supervisor support simultaneously have a significant effect on employee engagement. Or the F test can compare between F count and F table. obtained the F table value of 3.10. Furthermore, The comparing value of F count with F table from the table 4 , it is obtained that the F count value is 71.440. So it can be concluded that F count> F table (71.440> 3.10), that meaning Job demands and supervisor support together or simultaneously have a significant effect on employee engagement.

Multiple Linear Regression Test

Tabel 4. Result test Regresion Linear-Coefficients

	Unstandardized Coefficients		Standardi Coefficient			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	5.293	1.745		3.109	003		
Job_demands	-.326	.027	.299	7.302	.000	.641	1.459
Supervisor_support	.431	.072	.562	3.199	.001	.641	1.459

b. Dependent Variable: employee engagement

Table 4, a constant value of 5.293 is obtained, while the regression coefficient value for job demands (X_1) = - 0.326 and supervisor support (X_2) = 0.431. Based on these results, the multiple regression equation model can be formulated to be obtained:

$Y = 5,293 - 0,326X_1 + 0,431X_2$

The interpretation of the regression equation model is:

a. A constanta of 5.293 states that if job demands and supervisor support are ignored or equal to zero, then employee engagement will be 5.393.
b. The regression coefficient for job demands was -0.326. this means that every one point

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increase in job demands will decrease employee engagement 0.326. Than, if job demands decreased one point, employee engagement would increase 0.326 units

c. The regression coefficient of supervisor support is 0.431. the point is that for each increase in the level of supervisor support, employee engagement will increase by 0.431, if than supervisor support has decreased one point, the employee engagement will decrease 0.431 units.

Discussion

Influence of *Job Demands* (X_1) on *Employee Engagement* (Y)

The beta score for the job demands variable is - 0.326 or minus 32.6%. This means that the magnitude of the effect of job demands on employee engagement is -32.6%, indicating a negative value, which means that if job demands are added by one unit, employee engagement will decrease by 0.326 units and than job demands are decreased or decreased by one unit, then employee engagement will be decreased. will increase by 0.326 units. This shows that the independent variable job demand has a negative and significant effect on employee engagement. Thus, the first hypothesis (H1) that there is an influence of job demands on employee engagement is declared acceptable. This shows that if the influence of job demands can be reduced, employee engagement will be able to increase. Likewise, vice versa, if the employee's job demands are high to complete the work, this will have an effect on decreasing employee engagement (Y). The research results are in accordance with research conducted by the research in question, namely research conducted by(Suhardoyo & Nurjanah, 2021) which shows that job demands have a negative effect on work engagement, so that high job demands will cause a decrease in work engagement in employees. Research conducted by Juliana et al (Juliana, Saffardin, & Teoh, 2021) also shows similar results.

Influence of *Supervisory Support* (X_2) on *Employee Engagement* (Y)

Coefficient of supervisor support is 0.431. the point is that for each increase in the level of supervisor support, employee engagement will increase by 0.431, if than supervisor support has decreased one point, the employee engagement will decrease 0.431 units. This shows that the independent variable Supervisor Support has a positive and significant effect on employee engagement. Thus, the first hypothesis (H2) that there is an influence of supervisory support on employee engagement is declared acceptable. This shows that if the influence of supervisor support increases it will be able to increase employee engagement. Supervisor support can influence employee engagement, and based on the results of respondents' responses, support from superiors plays an important role and states that direction from superiors makes work implementation easier, direction or motivation to employees can be carried out in formal or non-formal meetings(Nafiudin & Andari, 2022). The results of this research are in accordance with research results from Contreras et al. (Contreras, F., Abid, G., Govers, M., & Elahi, 2020) which suggests that supervisor support has a positive and significant effect on employee work engagement levels.

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The influence of the variables *job demands* (X1), *supervisor support* (X2) simultaneously *on employee engagement*

Based on the results of multiple regression tests, that job demands, and supervisor support variables are simultaneous or significant to employees attachment to PT. Hanze Indonesia. This effect simultaneously, it can be seen from the results of the F test. It is found that the F value is known that the F count value is 71.440 and the significance level is 0.000 (Sig <0.05). So it can be concluded that Fcount> Ftable (71.440> 3.10), meaning that job demands and supervisor support together or simultaneously have a significant effect on employee engagement. As for the test results of the coefficient of determination (R2), the coefficient of determination (R2) is 0.516 or 51.6%. The value of the determination coefficient indicates that the independent variable consisting of job demands and supervisor support is able to explain the dependent variable, namely employee engagement (Y) of 51.6%, while the remaining 48.4% is explained by other variables not included in the research model. this. The value of the coefficient of determination which is only 51.6% indicates that the variables in this research model are only able to explain the dependent variable in a large enough value. From the partial test results (t test) on the job demands variable, it was obtained that the probability of Sig was 0,000. Sig value is 0.000 <0.05, then the decision is that H0 is rejected and H3 is accepted, meaning that job demands partially have a significant effect on employee engagement and for the t-test results on the supervisor support variable, the probability of Sig is 0.002. Sig value 0.002 <0.05 This is in accordance with research conducted by (Sumail, 2019) that job demands and supervisors together have a significant influence on employee engagement.

CONCLUSION

$Y = 5{,}293 - 0{,}326X_1 + 0{,}431X_2$ the employee engagement coefficient is 5,293 without job demand and supervisory support variables, the Job Demand variable has a negative effect on employee engagement by -0.326, likewise the supervisory support variable has a positive influence on employee engagement by 0.431. The results of the t test on the Job Demands variable (X_1) obtained a probability Sig of 0.000. Sig value <0.05 (0.000 <0.05), then H0 is rejected and Ha is accepted, meaning that partially job demands have a significant effect on employee engagement. While the t test results on the supervisor support variable (X_2) obtained a probability of 0.001 Sig. Sig value <0.05 (0.001 <0.05), then H0 is rejected Ha is accepted, meaning that it is significant, which means that partially supervisory support has a significant effect on employee engagement. The F test (Anova) 0.003 <0.005, it shows that jointly job demand and supervisory support variables affect employee engagement. or through the F test through a comparison between F count and F table. obtained the Ftable value of 3.10. Fcount value of 71,440. Or F count> F table (71.440> 3.10).

Recommendation

Managing job demands in garment industry companies can be done by managing job demands (job demands) well and appropriately so that it will reduce psychological and physical burdens which will result in decreased enthusiasm for work and job burnout.

Providing maximum feedback and ease of work for employees to stimulate work so that productivity increases.

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