

## THE EFFECT OF MANAGEMENT SUPPORT, SUPERVISOR SUPPORT AND CO-WORKER SUPPORT ON EMPLOYEE ENGAGEMENT

Reni Novita Sari<sup>1)</sup>, Karuniawati Hasanah<sup>2)</sup>

<sup>1</sup> Management, Faculty of Economics and Business, Universitas PGRI Madiun

e-mail: [reni\\_2103102119@mhs.unipma.ac.id](mailto:reni_2103102119@mhs.unipma.ac.id)

<sup>2</sup> Management, Faculty of Economics and Business, Universitas PGRI Madiun

e-mail: [aan.karuniawati@unipma.ac.id](mailto:aan.karuniawati@unipma.ac.id)

### Abstrak

*Employee engagement* merupakan kondisi psikologis positif yang ditandai dengan semangat, dedikasi, dan keterikatan karyawan dalam menjalankan tugas di organisasi. Penelitian ini bertujuan membuktikan pengaruh *Management Support*, *Supervisor Support*, dan *Co-worker Support* terhadap *Employee Engagement* pada PT PLN Persero UP3 Madiun. Teknik sampling menggunakan purposive sampling dengan jumlah 105 responden yang merupakan karyawan PT PLN UP3 Madiun. Penelitian ini menggunakan pendekatan kuantitatif dengan pengumpulan data melalui kuesioner dan analisis menggunakan SPSS versi 25. Hasil penelitian menunjukkan bahwa *management support* tidak berpengaruh positif dan signifikan terhadap *employee engagement*, sedangkan *supervisor support* dan *co-worker support* berpengaruh positif serta signifikan terhadap *employee engagement*.

**Keywords:** *Management Support, Supervisor Support, Co-Worker Support, Employee engagement*

### Abstract

*Employee engagement* is a positive psychological condition characterized by enthusiasm, dedication, and employee attachment in carrying out tasks in the organization. This study aims to prove the influence of *Management Support*, *Supervisor Support*, and *Co-worker Support* on *Employee Engagement* at PT PLN Persero UP3 Madiun. The sampling technique used purposive sampling with a total of 105 respondents who are employees of PT PLN UP3 Madiun. This study uses a quantitative approach with data collection through questionnaires and analysis using SPSS version 25. The results of the study indicate that *management support* does not have a positive and significant effect on *employee engagement*, while *supervisor support* and *co-worker support* have a positive and significant effect on *employee engagement*.

**Keywords:** *Management Support, Supervisor Support, Co-Worker Support, Employee engagement*

### A. INTRODUCTION

Human Resources (HR) is a key element that significantly determines organizational success. HR not only plays a technical role but also acts as a key driver influencing a company's

competitiveness and productivity (Esaki et al., 2023). Organizational success is strongly influenced by active employee engagement, therefore, companies are required to create a conducive work environment that motivates employees, keeps them loyal, and emotionally attached to the organization (Astawa et al., 2023).

Employee engagement is a crucial factor in determining company performance. Kahn (1990) defines engagement as a psychological state in which employees fully express themselves in their work. Schaufeli et al. (2002) describe it through three dimensions: vigor, dedication, and absorption, while Mohamed and Ali (2016) emphasize employees' positive emotional connection to their work. High engagement has been shown to reduce turnover, increase job satisfaction, and strengthen productivity (Julita & Andriani, 2017). Thus, employee engagement is not only related to employees' affective aspects but also reflects their commitment and willingness to contribute optimally to organizational goals. Several factors influence engagement, including management support, supervisor support, and co-worker support. Management support reflects attention, appreciation, and facilities from management (Nur Azizah & Otok, 2024), supervisor support encompasses direction, motivation, and empathy from direct superiors (Mohamed & Ali, 2016; Odai et al., 2021), while co-worker support encompasses assistance, cooperation, and solidarity among coworkers (Muslikah et al., 2022). However, previous research has shown inconsistent results, with some finding a significant effect and others not (Nelson, 2021; Makera et al., 2019). These inconsistencies indicate that the relationship between support factors and engagement may vary across organizational contexts, making further research important.

The phenomenon at PT PLN (Persero) UP3 Madiun shows that despite relatively high employee attendance rates, some employees still leave within a short period of time and training participation is suboptimal. This condition suggests that employee engagement is not yet optimal. Moreover, the relatively short average tenure and turnover cases indicate a potential challenge in maintaining long-term employee attachment. Therefore, this study was conducted to analyze the influence of management support, supervisor support, and co-worker support on employee engagement at PT PLN (Persero) UP3 Madiun, with the expectation that the findings will provide

both theoretical contributions to the study of organizational behavior and practical implications for human resource management in state-owned enterprises.

### ***Employee Engagement***

Employee engagement is defined as the extent to which an employee is emotionally, cognitively, and physically engaged with their work and organization (Kahn, 1990). Schaufeli et al. (2002) explain that employee engagement is characterized by vigor, dedication, and absorption. Engaged employees demonstrate high enthusiasm, strong dedication, and full involvement in their work.

### ***Management Support***

Management support is a form of support provided by an organization's management to employees. This support can take the form of attention, appreciation, work facilities, and even improved employee well-being (Ramdhani & Sawitri, 2017). Supportive management makes employees feel valued and ultimately increases work engagement.

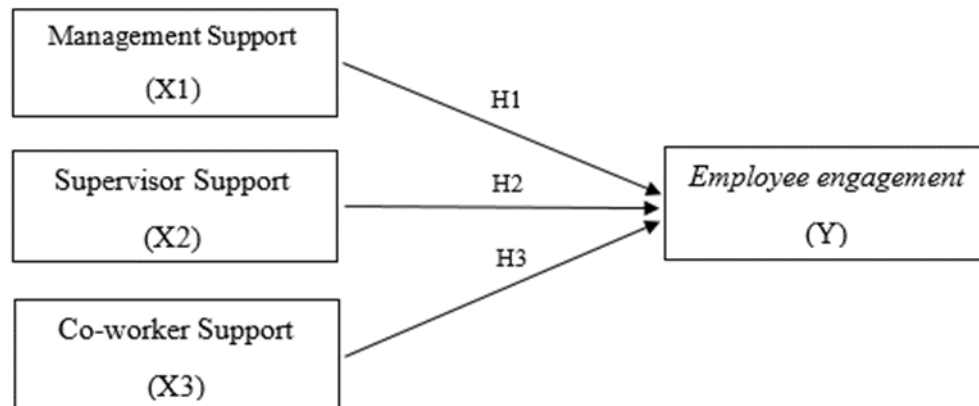
### ***Supervisor Support***

Supervisor support is the support provided by a direct supervisor to an employee. This support can take the form of direction, feedback, empathy, and even motivation to complete work (Mohamed & Ali, 2016). Supervisor support is positively correlated with employee engagement levels.

### ***Co-Worker Support***

Co-worker support is social support provided by coworkers in the form of cooperation, emotional support, and information. Harmonious working relationships between employees significantly influence a healthy work climate and increase employee engagement (Muslikah et al., 2022).

### Conceptual Framework



Source: Research from Alden Nelson (2021), (Hussain et al., 2020) and Ridwan Mokhtar et al., (2020)

Grounded in the aforementioned conceptual framework, this study formulates the following hypothesis:

H1: Management Support Have On Effect Employee Engagement

H2: Supervisor Support Have On Effect Employee Engagement

H3 : Co-Worker Support Have On Effect Employee Engagement

### B. METHOD

This study uses a quantitative approach with a causal associative research type. The research location is PT PLN (Persero) UP3 Madiun. The research population is all employees with a total of 105 people, who are also used as research samples (saturated samples). The research instrument is a questionnaire with a Likert scale of 1–5 distributed to respondents. The independent variables of the study consist of Management Support (X1), Supervisor Support (X2), and Co-worker Support (X3). While the dependent variable is Employee Engagement (Y). The data analysis techniques used are validity and reliability tests, classical assumption tests, and multiple linear regression with the help of the SPSS program version 25.

### C. RESULTS AND DISCUSSION

#### Classical Assumption Test

#### Normality Test

**Tabel 1. Normality Test**

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N	105		
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	2.31148356	
Most Extreme Differences	Absolute	.091	
	Positive	.039	
	Negative	-.091	
Test Statistic	.091		
Asymp. Sig. (2-tailed)	.034 <sup>c</sup>		
Monte Carlo Sig. (2-tailed)	Sig.	.336 <sup>d</sup>	
	99% Confidence Interval	Lower Bound	.324
		Upper Bound	.348

a. Test distribution is Normal.  
b. Calculated from data.  
c. Lilliefors Significance Correction.  
d. Based on 10000 sampled tables with starting seed 2000000.

Source: Data Processed by Spss 25 (2025)

Based The results above indicate that the Monte Carlo normality test obtained a significance value of 0.336 ( $>0.05$ ). This indicates that the residual data is normally distributed, thus meeting the assumption of normality. Therefore, the regression model is considered suitable for further analysis, as the test results show no deviations in the data distribution that could affect the model's validity.

### Multicollinearity Test

**Tabel 2. Multicollinearity Test**

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error			Beta	Tolerance
1	(Constant)	3.391	5.715	.593	.554		
	X1	.131	.074	.175	1.781	.078	.627
	X2	.155	.076	.204	2.030	.045	.595
	X3	.365	.074	.413	4.915	.000	.856

a. Dependent Variable: Y

Source: Data Processed by Spss 25 (2025)

Based on the results of the multicollinearity test, it can be seen that the Variance Inflation Factor (VIF) of the four variables above is less than 10. The management support variable (X1) has a tolerance of  $0.627 > 0.10$ , the Supervisor Support variable (X2) has a tolerance of  $0.595 > 0.10$ , the Co-worker Support variable (X3) has a tolerance of  $0.856 > 0.10$ , Based on the results above, it can be concluded that all independent variables do not experience multicollinearity. So the results of the analysis can be considered valid and reliable to explain the relationship between variables in this study.

### Heteroscedasticity Test

**Tabel 3. Heteroscedasticity Test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-1.143	3.444		-.332	.741
	X1	-.300	.927	-.724	-.324	.747
	X2	-.025	.046	-.066	-.538	.592
	X3	-.061	.045	-.139	-1.351	.180

a. Dependent Variable: ABS\_RES

Source: Data Processed by Spss 25 (2025)

Based on the results of the Glejser test, it is proven that each variable used in this study has a significant value ( $\alpha$ ) > 0.05, so it can be concluded that all variables do not have heteroscedasticity problems in this study.

### Multiple Linear Regression Analysis Test

**Tabel 4. Multiple Linear Regression Analysis Test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.391	5.715		.593	.554
	X1	.131	.074	.175	1.781	.078
	X2	.155	.076	.204	2.030	.045
	X3	.365	.074	.413	4.915	.000

a. Dependent Variable: Y

Source: Data Processed by SPSS 25 (2025)

Based on the results of the multiple linear regression test, the regression equation obtained in this study is as follows:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

$$Y = -0.016 + 0.002(X_1) + 1.000(X_2) + 0.005(X_3) + e$$

- a. A constant value of 3.391 means that if all independent variables are zero, then the dependent variable is 3.391.
- b. Management Support (X1) has a positive regression coefficient of 0.131, meaning that every 1-point increase in X1 will increase Employee Engagement by 0.131.
- c. Supervisor Support (X2) has a positive coefficient of 0.155, meaning that every 1-point increase in X2 will increase Employee Engagement by 0.155.
- d. Co-worker Support (X3) has a positive coefficient of 0.356, meaning that every 1-point increase in X3 will increase Employee Engagement by 0.356.

### Hypothesis Testing

#### t-test

**Tabel 5. t-test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.391	5.715		.593	.554
	X1	.131	.074	.175	1.781	.078
	X2	.155	.076	.204	2.030	.045
	X3	.365	.074	.413	4.915	.000

a. Dependent Variable: Y

Source: Data Processed by Spss 25 (2025)

Based on the partial t-test results, the Management Support variable shows a significance value of  $0.078 > 0.05$  with a t-count of 1.781, so it has no significant effect on employee engagement (H1 is rejected). The Supervisor Support variable obtains a significance of  $0.045 < 0.05$  with a t-count of 2.030, which means it has a significant effect on employee engagement (H2 is accepted). Meanwhile, the Co-worker Support variable with a significance of  $0.000 < 0.05$  and a t-count of 4.915 is proven to have a significant effect on employee engagement (H3 is accepted).

### Coefficient of Determination Test

**Tabel 6. Coefficient of Determination Test**

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.625 <sup>a</sup>	.391	.373	2.34556	.391	21.603	3	101	.000

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Based on the table, the coefficient of determination test results show an R Square value of 0.391. This means that 39.1% of the variation in employee engagement among PT PLN (Persero) UP3 Madiun employees can be explained by the variables of management support, supervisor support, and co-worker support. Meanwhile, the remaining 60.9% is influenced by other factors outside this research model.

### **D. CONCLUSION**

Based on the results of the analysis and discussion, the conclusion of the research that has been conducted is that management support does not have a significant effect on employee engagement, while supervisor support and co-worker support have a positive and significant effect on employee engagement.

### **E. Suggestion**

Employees are advised to maintain open communication, a cooperative attitude, and build harmonious relationships with superiors and coworkers. PT PLN (Persero) UP3 Madiun is expected to increase the consistency of management support, strengthen the role of supervisors through leadership training, and foster a culture of teamwork. For further researchers, it is recommended to add other variables, both as moderating and intervening variables, and use different research objects so that the research results are broader and more comprehensive.

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