

# The Effect of Job Demand on the Work Engagement: Does Supervisory Support Matter in the Indonesian Financial Service Sector

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The focus of the current study is to investigate the job demand (work stress & workload) on the supervisor support and work engagement. In addition to that, the study has tried to explore the triangular relationship between job demands, supervisor support and work engagement by investigating the mediating role of supervisor support in the relationship between job demand and work engagement of employees working in the Indonesian financial service sector. The phenomenon of work engagement has generated a great deal of attention in the management circle around the world which also affects Indonesia. The concept is gaining increasing significance among managers to ensure the productivity of their employees. However, this concept not only applies in corporate circles but also in academia. The study has argued that since today's modern businesses are faced with technological advancement and competition, engagement can be considered as a key factor that determines organizations' success. Nowadays, organizations not only need to recruit and retain talented people, but they also need to ensure their talented workforces are physically and emotionally attach with their works. The study has employed the PLS-SEM to achieve the objectives. This study will be helpful for policymakers and researchers in examining the link between job demand (work stress & workload) on the supervisor support and work engagement.

**Key words:** *Job demand, Supervisor Support, Work engagement, Indonesia.*

## Background

Quite a number of researchers in organizational behaviour have explained that enhancing human potential is very important in improving organizational performance (Albrecht, Bakker, Gruman, Macey & Saks, 2015). The increased attention on positive organizational behaviour, such as work engagement inspires scholars to continuously emphasize on theory building and perform relevant research in relation to this area. The concept of work engagement becomes a fundamental area of concern among the leader and manager not only in a corporate context but also in an academic context. According to (Braine & Roodt, 2011), dedicated employees normally are enthusiastic, full of inspiration and have a clear identification towards their work; this group of employees usually being highly engaged in their job tasks.

Work engagement becomes a key element which has been used to measure the company's vigor and direction towards superior performance. According to (Narjis, 2011) senior executives at multinational manufacturing company, located at Kuliin Hi Tech Park, believe that investing in the engagement of their workforce to support the company business strategic and organizational objective can create a workforce that performs above and beyond their competitor's work force. This belief has given much attention to the construct of work engagement. Work engagement not only becomes a main focus for business entrepreneurs, but it also grabs an attention from academic researchers. Work engagement becomes a great concern of creating expectations for employees to be attached with their superiors, co-workers and the organization that they service (Mokaya & Kipyegon, 2014). Joyner (2015) indicates employees who are working in a high engagement workplace will receive a clear expectation together with necessary support in order to achieve organizational goals. On the other hand, it will also help to identify the importance of work engagement and strive for effective person-job fit. Engaged employees not only receive rich recognition but they also provide ample access to develop career growth and opportunities. Other than that, engaged employees also have been given "a voice" or influence, set a meaningful direction for daily tasks, strong two-way communication flow and feedback and a larger mission to achieve organizational goals.

The world has been acknowledging the importance of engagement in the workplace. It has been proved that organization performance depends on the loyalty of its employees. In fact, since today's modern business is faced with technological advancement and competition, engagement can be considered as a key factor that determines organizations' success. Nowadays organizations not only need to recruit and retain talented people, but they also need to ensure their talented workforces are physically and emotionally attach with their work. Thus, for sustaining a competitive advantage, an engaged employee can be considered as a Cornerstone. According to Joyner (2015) the number of organizations to strive and

implement high engagement workplace strategies and initiatives has been growing as the importance of creating high engagement workplaces environment becomes increasingly well quantified. Engagement not only can be characterized by positive interaction in the workplace, but it also can be identified by energy and involvement (Tillott, Walsh & Moxham, 2013). The external environment creating a challenging set of workplace dynamics due to the interplay between the increasing of complexity and competitiveness of globalization, technology advancement, constraints of resources, climate concerns and a host of other issue which are affecting workplace engagement.

Psychological construct of work engagement has been found to be different from organizational commitment, job involvement and job satisfaction. (Schaufeli, Leiter & Maslach, 2009) For example, engagement is focusing on the work itself while organizational commitment is focusing of the employee's loyalty towards the organization (Sulea, Van Beek, Sarbescu, Virga & Schaufeli, 2015). However work engagement is closely related to the term 'flow' that represents a state of optimal experience which can be characterized by a clear mind and body unison, complete control, distortion of time and intrinsic enjoyment, effortless of attention and focused of concentration, (Hume, Allan & Lonigan, 2016). Jose & Mampilly (2012), indicate that the concept of an engage employee is known as an individual who is optimistic, gives high effort in his job tasks, enthusiastic and willing to go the extra mile to sustain organizational success for a long-term basis. These people play an important role to drive the organizational performance and competitive advantage. On the other hand, engagement becomes a core of organizational success and becomes a major concern for management, as it is a key element which causes an impact on organizational effectiveness, competitiveness and innovation (Smither, Houston & McIntire, 2016).

According to Subramaniam, (2017), Trends in Global Employee Engagement Report, Engagement Data, Aon Hewitt Database, Global employee engagement increased slightly from 2012 to 2013, overall is 61% which involved Asia Pacific increased 3%. Except for continued low engagement levels in Japan which shows an engagement level of 34%, there is an improvement in employee engagement which has been showed in Asia-Pacific major markets. In order to see more aspects to improve, these results can be broken down further. The distribution of further examination of employees reveals that they can be categorized into several engagement profiles. Referring to 61% of engage population, this report indicates that 22% are highly engaged and 39% are moderately engaged. Both engagement categories are valuable, however the worth ascending greater value to organizations are highly engaged employees. Across the globe, the result showed that it has changes in the engagement divisions at the extreme ends from actively disengaged to highly engage and the other way around. Employee engagement across the global in all increasing regions shows that in most cases, moderately engaged activity actually decreases. From 2012 to 2013, the percentage of inactive employees endures statically. The presented data was gathered from employees of

the organizations which are volunteering in participating in the Quantum Workplace's Best Places to Work survey. In terms of employee engagement, these groups of organizations believe that they are the best. This set of data displays a higher level of engagement compared to the average organization because the low engagement of organizations is unlikely to participate in this survey.

The main objective of this study is to be examine which among the independent variables is contributing to work engagement among the administrative staff in the financial institution in Indonesia. The objectives of this study are listed below:

- To examining the relationship between job demand and work engagement
- To investigate the relationship between job resource and work engagement

## **Literature Review**

### ***Work Engagement***

According to (Shuck & Wollard, 2010) work engagement can be referred to as an individual psychological, emotional and behavioural state directed towards institutional results. Eldor (2016) mentioned that engagement not only reflects an authentic enthusiasm for the purpose to concentrate an effort towards fulfilment of organizational goals, but it is also considered as a positive psychological state. Accordingly, job engagement can be seen in an active employee who has been provided with personal resources; it also known as a motivational concept (Albrecht, Breidahl & Marty, 2018). Tillott et al. (2013) found that an employee that is engaged with their work will focus on organization performance. Therefore, it can be characterized by positive interplay in the workplace, energy and involvement. Therefore, engagement is viewed as a crucial concept for improvement for hiring and staff retention. Salanova, Llorens & Schaufeli (2011) argued that a perfectly inverse relationship of the two concepts (i.e. burnout and work engagement) is not feasible. This is because individuals who are not suffering from burnout are not necessarily engaged in their work.

In a similar vein, individuals who are not engaged in the work may not necessarily be experiencing burnout (Salanova et al., 2011). Welch (2011) mentioned that engagement not only reflects an authentic enthusiasm for the purpose to concentrate an effort towards fulfilment of organizational goals but it also is considered as a positive work related psychological state. According to Schaufeli et al. (2002), vigour can be referred to as ambition and struggle even in challenging situations. Vigour has the characteristic of full energy and mental endurance while completing tasks, the enthusiastic will devote their effort in work, and show perseverance even when facing challenges (Lu, Lu, Gursoy & Neale, 2016). In other words, vigour can be determined as being full of energy and endurance and an enthusiasm to devote effort to work.

Schaufeli & Bakker (2010) identified a third dimension of work engagement as absorption. Absorption is when an individual gets pleasure in work which involves personal fulfilment, they will fully be focused on their work and complete it with a happy emotion. While they are concentrating on their work, they do not realize that time has run so fast. On the other hand, an engaged employee also finds it very hard to detach themselves from work (Schaufeli & Bakker, 2010). They describe how workers feel their work as exciting and aggressive. Other than that, it is also something that they really wish to concentrate their time and exertion on. This situation is known as the vigour component. Dedication is referred to as important and essential while absorption is referred to as something that they are fascinated with and give their full concentration to. In order to form the culture of engagement in workplace as a first concern for organization, encouragement positive consequences of work engagement are a must.

Even though there are a lot of written studies on work engagement, there are less empirical studies regarding the engagement of managerial staffs at an educational institution. Since managerial staffs have a big impact of the voice, behavior and characteristic of the entire institution, more attention needs to be given in order to stress the importance of engagement. The quality of the relationship between faculties, students and the public highly depend on their daily performance. Karatepe (2013) indicates that an employee who is engaged in their work is also very dedicated and full of energy while performing their work. In addition, these employees are fully engrossed in their work. Work engagement plays an important role especially in some of the important results which is related to successful and high performing organizations.

### ***Employee Engagement versus Work Engagement***

According to Crawford, LePine & Rich (2010), engagement refers to utilization of the members of the management themselves to perform their work roles. In other words, when occupying and accomplishing an organizational role, engagement will present in a psychological state. In short, we can conclude that people that engage with their role will utilize themselves in physical, emotional and cognitive states. Since the organizational success has been well predicted and understood by the study of the importance of engagement, it is very vital to know the differences between employee engagement and work engagement. Macey & Schneider (2008) has defined employee engagement as a combination of trait and behaviour aspects with circumstantial aspects such as organizational situation. On the other hand, Farndale & Murrer (2015) define that an employee who is engaged towards the organization will hold a positive attitude and it is a value for performance outcomes (Rich, Lepine & Crawford, 2010). Referring to all definitions, we can conclude that employee engagement is the employee themselves who are willing to display a deep emotional connection towards organizational outcomes. They feel attached and responsible to

the organization success. However, when employee engagement relates to a job or a workplace, it becomes work engagement. This statement has been clarified with a definition given by (Saks, 2006). He stated that employee engagement should be included in the task as well as the organization. He explained that engagement is not an attitude but the extent to which individuals are conscientiously absorbed in their jobs and in their roles as member of an organization. In addition, employee engagement to the job also depends on the job characteristics.

### ***Job Demand***

Job demands refer to the cognitive pressure factors which affect the way an employee manages their workload, unpredictable of work tasks or work conflicts. Taipale, Selander, Anttila & Nätti, (2011) indicate that job demands such as workload and role conflict become some of the aspects in the work context that contributes to employees' personal capacities. Therefore, job demands can be seen as to evoke an energy decreasing process. Job demands which involve some aspects of the job that requires to sustained physicality, either along with psychological stress or separately, such as high work stress from the aspect of physical, psychological, social or organization factors. Psychological aspects include cognitive or emotional efforts. Therefore, it is connected with some of the psychological aspects or costs. Hence job demand may turn into job stressors when the employee meets the demands that require high effort, but the employee may not sufficiently retrieve these stressors. Since the challenges will jeopardize employee accomplishment and satisfaction which helps them to meet their career objectives and lead to appreciate the rewards, these demands may increase the strain accordingly. In order to balance up these consequences, management may require more complex interference such as escalating one's capacity to handle stress by counterbalancing the pressure of increased responsibility. Ito & Brotheridge (2012) mentioned that challenges of job demand involving risk of failure due to responsibility increases stress. Other than that, it also due to certain duties to be executed which may concurrently increase strain. Balancing this effect may require more complex intervention such as increasing one's capability to manage stress by offsetting the strain of increased responsibility. However, this can result in discontent and may be resisted.

### ***Workload***

Workload is defined as the amount of work and responsibilities to be completed within the stipulated time. Generally, the workload can be categorized in two forms, namely quantitative and qualitative. In the form of quantitative workload, an excessive amount of work goes further away from the employees' capability in order to meet the demands of a particular time period. While in qualitative terms, the workload means that the staff go beyond the requirements of their work skills, capabilities and knowledge. Often excessive work can also

lead to errors. If this occurs and persists, the employee will feel depressed, irritable or inflamed. Workload can be either work under load or work overload. Work under load exists as a possible stressor when an employee is receiving insufficient work or receiving tasks that do not use his or her talents. However, work overload is a far more common stressor in today's work setting. Employees have either excessive work to accomplish in a limited time frame or they work too many hours on the job. According to Conley & You (2009), work overload creates a burden because of the pressure to do extra work, the increasing expectation of superiors or having a huge and unbearable work load.

Reviewing the literature also has shown that workload was not significantly related with work engagement. For example, a study conducted by Conley & You (2009), among teachers from three districts with the highest number of schools in Negeri Sembilan, showed that there is a not significant relationship between workload and work engagement. Whereas Ito & Brotheridge (2012) found a negative relationship between them.

### ***Work stress***

According to Adiwayu Ansar (2012) work stress refers to a disinclination to turn up to work and always feeling pressure, whereby he or she feels that no effort is enough for their work to be recognized. It is compounded by the, psychological, and behavioural stress symptoms. Adiwayu Ansar (2012) defines stress as the reaction and the response of employees to the workplace and work environment. In another word, stress is defined as a behavioural response to the relationship between personal demands of the employees and their occupational responsibilities. Ito & Brotheridge (2012) mentioned that work stress is the reaction people have when an individual fails to meet the demands of the task entrusted. There are mix results when studying work pressure. In the study conducted by Saks (2006) which involving 157 Royal Malaysian Customs (RMC) Officers in Selangor, respondent showed that there is a significant positive relationship between work stress and job satisfaction which also takes into account work engagement.

According to the study conducted by Saks (2006), which involved about 1300 nurses of various grades who were selected randomly from six regional hospitals located in the northern states of peninsular Malaysia, this study specifically looked into which dimension of job demands had the stronger relationship with job stress dimensions. The results showed that there is a significant positive relationship between job demand and work stress.

In another study conducted by Narjis (2011) the result also showed that there is a negative relationship between work stress and work engagement. This study assessed 7,869 service sector employees from eight European countries. From my point of view, in an education institution context, there is high work stress among administrative staff because they are

performing and anticipate the execution of tasks given. This happens because they are tied up with a time frame in order to perform their tasks. The situation is definitely producing strain.

### ***Supervisory Support***

Supervisor support can be defined as a phase where the supervisor acknowledges employees' contributions and is taking care of their welfare (Joyner, 2015). In other words, supervisor support also becomes a part of social support at the workplace. Joyner (2015) also mentioned that supportive behavior of the supervisors can be seen by their friendliness, and approachable behavior, and through the attention given towards the individuals and groups. Joyner (2015) mentioned that the supervisor acts as an important figure in engaging their subordinates. Joyner, (2015) mentioned that the immediate supervisor has a significant domination towards employee engagement. The Supervisor not only supervises their subordinates, they also carry out functions of the middle person between employees and the organization which means that they become a medium of information between these two parties. The supervisor will deliver the information that they received from top management and feed it back to the employees. When this two-way communication is running smoothly, management can easily build up engagement among the employees.

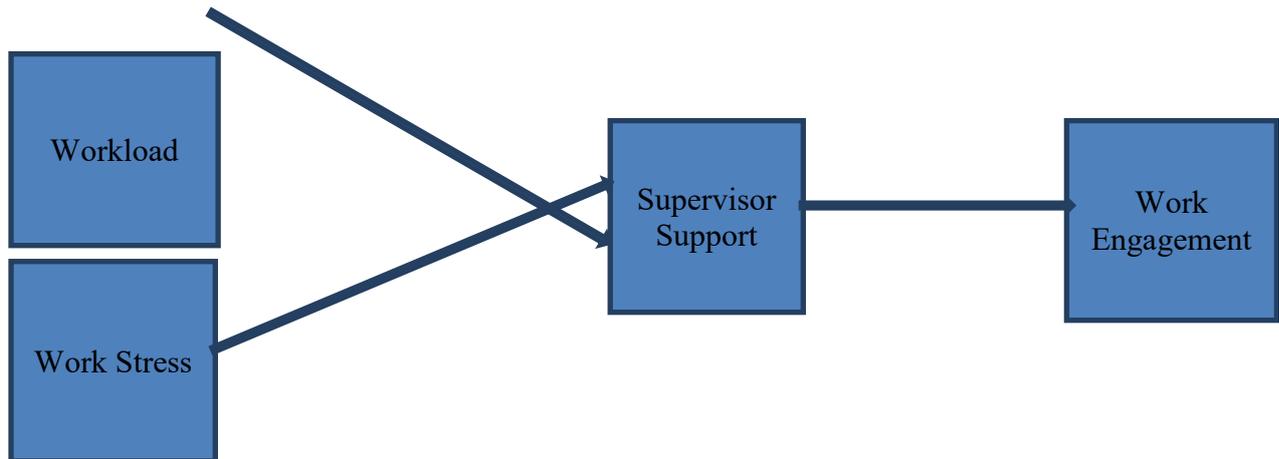
According to Adiwayu Ansar (2012), supervisory support can be defined as the interpersonal relationships and social relationships that help individuals. Other literature regards supervisory support in terms of curriculum implementation or reinforcement by a person who is higher in the organisational chain of command.

The motivational process of the Job Demand - Resource Model (JDR Model) suggests that employee work engagement is initiated by job resources and embellishes their performance accordingly. The aspects that can be linked to job resources are physical, social or organizational factors. These aspects are advantageous in achieving work related objectives, decrease demand and the correlated cost and accelerate personal growth and betterment. Bakker & Demerouti (2007) indicate that Job resources can activate a motivational process. Examples of job resources are autonomy and social support from colleagues. This process enhances work engagement, organizational commitment and learning at work. On the other hand, job resources also help employees to diminish job demands and their health-impairing outcomes, but it also functions in achieving work goals. Therefore, job resources are assumed to play an important role in order to stimulate employees' personal growth, development and learning. It is important to associate well-being with the experience of positive moods and emotions. Thus, it can give direction and meaning to people's action. For example, supportive action from a supervisor can encourage their subordinates to be more competent. Through supervisor attention and approachable behaviour, subordinates will voluntarily engage with the tasks and the organizational direction.

### ***Conceptual Framework and Hypothesis***

Based on the resource based and social exchange theory the current study has drawn the following conceptual model

**Figure 1.** Conceptual Framework



- H1: Workload has a significant relationship with work engagement.
- H2: Work stress has a significant relationship with work engagement.
- H3: Supervisory support has a significant relationship with work engagement.
- H4: Workload has a significant relationship with supervisory support.
- H5: Work stress has a significant relationship with supervisory support.
- H6: Supervisory support mediates the relationship between workload and work engagement.
- H7: Supervisory support mediates the relationship between Work stress and work engagement.

### **Methodology**

The current study is carried out to explore the nexus between job demand, supervisor support and work engagement. The study has employed a survey-based method using an adapted questionnaire. The operational managers, and finance managers working in the manufacturing industry are chosen as a final sample of the current study. The 435 questionnaires were sent to managers of manufacturing firms. The required number was sent to the departments for dispersion. They returned the questionnaire within the period. This procedure took four weeks to gather every one of the questionnaires from the respondents. In this study, researchers have used the questionnaire method for collecting data. Gender, ethnicity, educational level, age, marital status, length of services, job category and income (per monthly) were questioned. Meanwhile, the questions from Part B, C and D are the part

of the instrument that tested the objectives of this study. The measurement scale for all the sections is based on the Likert Scale of 1 to 5, where 1 = strongly disagreed, 2= disagreed, 3 = neutral, 4 = agreed and 5 = strongly agreed. 520 respondents were selected to distribute questionnaires. Three hundred thirty-nine questionnaires were received; the response rate was 69 per cent and hence accepted for further evaluation. Respondents' average age was 47 years, and around 63 percent of them were working in operational departments for the last 15 plus years. The greater part of the respondents held highest degrees; the response rate is above the threshold of 45-50 percent. Male respondents numbered 233 and the females numbered 64. The average working experience was 11 years

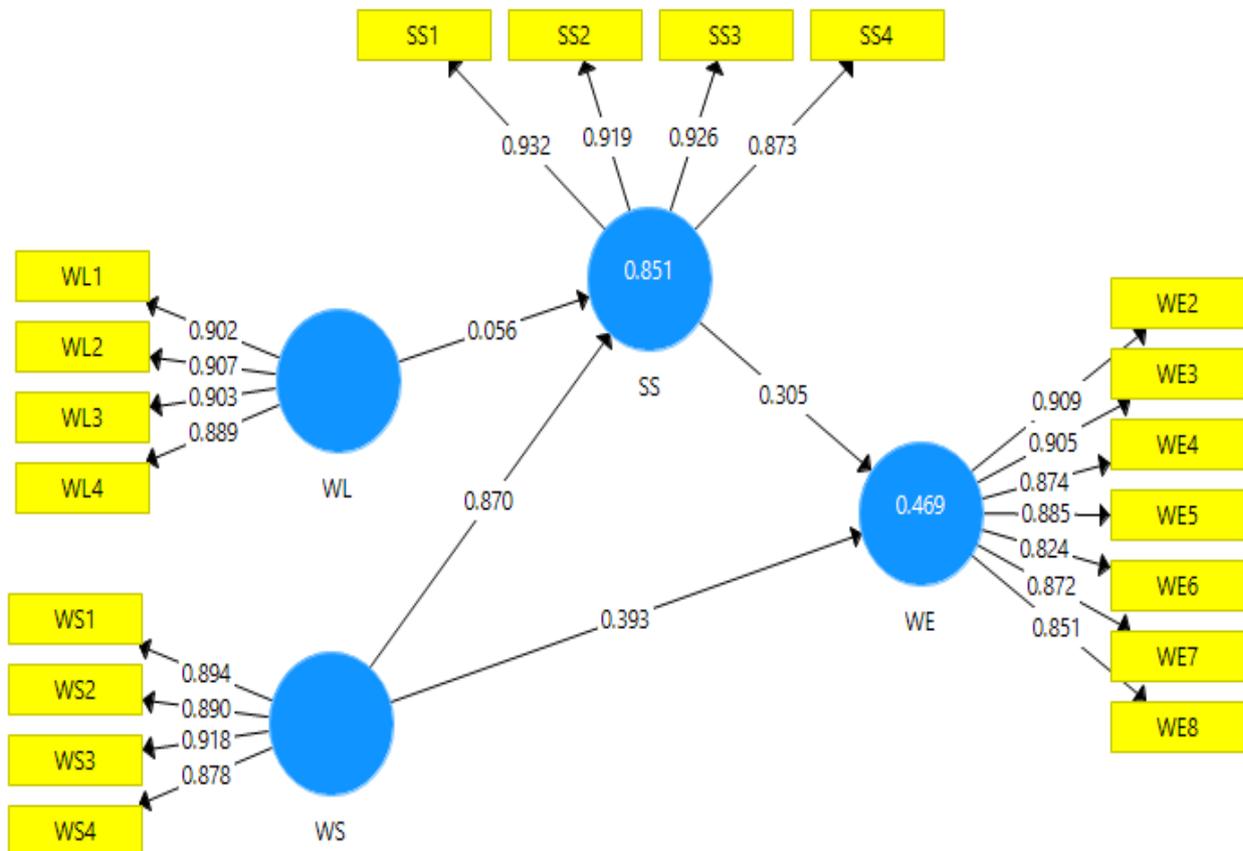
## Results

This study adopts the Structural Equation Modelling (SEM) for analysis due to several reasons. SEM is considered to have an equal ability with multiple and linear regression analysis which assumes that variables are evaluated with no errors. Even though SEM involves multiple regression and factor analyses, it has a more effective way of estimating instrument for a number of separate multiple regression equations which it evaluates concurrently. For sample collection, cluster sampling technique was employed. Five-technique approach was presented (Hair Jr, Hult, Ringle & Sarstedt, 2016) and used to calculate the sample size for the present study. The first step is to estimate the total population, followed by the estimation of population sample size, using the table presented by Hair Jr, Sarstedt, Hopkins & Kuppelwieser (2014). The population size turned out to be 310. In social sciences, SEM is considered as a powerful and commonly used tool since it can test a number of relationships at one time (Hair Jr et al., 2016); although, previously many researchers have emphasized upon AMOS, a co-variance-based approach. However, PLS-SEM is a good alternative to the CB-SEM approach, having unique methodological features.

The SEM is one of the most appropriate methods for a number of reasons such as it is best among existing techniques which is quite advanced and provides a more robust solution for researcher problems which simply cannot be attained from multiple regression. According to Hair Jr et al. (2016) the PLS approach is useful especially when the sole purpose of using structural modelling is to obtain explanations and predictions about the constructs. For the current study, PLS-SEM technique is employed; assuming it to be more flexible, demands less in terms of sample size, and has the ability to handle multiple structural modelling. Moreover, the model is constituted of reflective and formative constructs. The study aims to reflect predictions between the constructs. Hair Jr et al. (2016) also supported the reasoning for employing the Partial Least Square method. SEM-PLS approach involves two models i.e. structural model and measurement model.

The SEM has two steps the inner model assessment, and the outer model assessment. The former is known as the measurement model and the latter is known as the structural model. The measurement of models follows different criteria such as reliability, validity and variance in the structural models. The items are dynamic in nature so a strong correlation is expected to exist between variables and are combined to form a construct. To measure or for the confirmation of the validation of the measurement of model, such as how well observed the variables of the models are, the study has employed the confirmatory factor analysis. During estimation of the measurement model, all elements are separately analysed using reflective, formative, and structural modelling.

**Figure 1.** Measurement Model



The measurement model shows the relation among the observed and the latent variables. In estimating the measurement model, changes occur in all items of the model. Therefore, strong correlation is expected to exist between variables and these are combined to form a construct. In order to confirm the validation of measurement model i.e. how well the observed variables

represent the constructs, Confirmatory Factor Analysis is done. Under CFA, first and second order constructs are estimated. During estimation of the measurement model, all elements are separately analyzed using reflective, formative, and structural modelling.

**Table 1:** Outer Loading

	SS	WE	WL	WS
SS1	0.932			
SS2	0.919			
SS3	0.926			
SS4	0.873			
WE2		0.909		
WE3		0.905		
WE4		0.874		
WE5		0.885		
WE6		0.824		
WE7		0.872		
WE8		0.851		
WL1			0.902	
WL2			0.907	
WL3			0.903	
WL4			0.889	
WS1				0.894
WS2				0.890
WS3				0.918
WS4				0.878

The results proclaimed and confirmed the convergent validity. Furthermore, the AVE is also obtained for the outer model in order to assess the convergent validity. It explains the average variance extracted for a set of items in comparison with the shared variance, involving measurement errors. In addition, it determines the variance that the indicators cover in comparison with the variance which is assigned with the measurement errors. Thus, according to Barclay, Higgins & Thompson (1995), if the value of the average value extracted reaches the level of 0.5, then it indicates the adequate convergence of this group of items to determine the required construct. The range of AVE for present study came out as 0.510-0.919, exhibiting a good validity of the measures.

**Table 2:** Reliability Analysis

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>SS</b>	<b>0.933</b>	<b>0.934</b>	<b>0.952</b>	<b>0.834</b>
<b>WE</b>	<b>0.949</b>	<b>0.950</b>	<b>0.958</b>	<b>0.765</b>
<b>WL</b>	<b>0.922</b>	<b>0.923</b>	<b>0.945</b>	<b>0.810</b>
<b>WS</b>	<b>0.917</b>	<b>0.919</b>	<b>0.942</b>	<b>0.802</b>

To determine the validity, we have used the Fornell-Larcker criterion of discriminant validity, which is a powerful measure and has been widely used by the researchers in studies. Discriminant validity measures the association between reflective variables and their constructs. Generally, it operationalizes the variables that are involved in the model. Thus, the current study incorporated this as a threshold for assessing discriminant validity. Value for reliability index is expected to be 0.70 or above. In this study, the value for outer-loadings and cross-loadings turned out to be the same. Since cross loadings analyses the presence of correlation among the constructs, therefore, current study has examined the discriminant validity between the variables and constructs, as shown in table 3.

**Table 3:** Discriminant Validity

	<b>SS</b>	<b>WE</b>	<b>WL</b>	<b>WS</b>
<b>SS</b>	<b>0.943</b>			
<b>WE</b>	0.868	<b>0.875</b>		
<b>WL</b>	0.861	0.671	<b>0.940</b>	
<b>WS</b>	0.802	0.674	0.824	<b>0.895</b>

After the assessment of the measurement model, which includes the assessment of reliability and validity, the study has examined the structural model by accessing the structural paths between independent, dependence and moderating variables. The unique nature of SEM-PLS is that unlike other techniques, the SEM-PLS method observes the simultaneous examination of all the constructed variables. Therefore, in case of structural model it analyses the direct and indirect effects of variables. The structural model is also shown below.

**Table 4:** Direct Relationship

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
SS -> WE	0.305	0.312	0.127	2.401	<b>0.017</b>
WL -> SS	0.056	0.064	0.081	4.700	<b>0.000</b>
WL -> WE	0.017	0.023	0.032	4.537	<b>0.000</b>
WS -> SS	0.870	0.863	0.073	6.837	<b>0.000</b>
WS -> WE	0.658	0.654	0.074	8.929	<b>0.000</b>

For the purpose of investigating the indirect impact of variable or moderator, moderation level is estimated. In addition, to specify the significance of relationship, bootstrap analysis is employed on samples of 1000 observations. The significance level for the p-value is less than 0.05. Table 5 shows the existence of mediating impact of supervisor support in the relationship between job demand and work engagement. Mediation results indicate significant t and p values for both hypotheses. The values for t-test are above 1.96, while p values also came out to be less than 0.05, resulting in the acceptance of H<sub>6</sub> and H<sub>7</sub> hypotheses.

**Table 5:** Indirect Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
WL -> SS -> WE	0.017	0.023	0.032	3.537	<b>0.000</b>
WS -> SS -> WE	0.266	0.266	0.106	2.509	<b>0.012</b>

In structural modelling, coefficient of determination or R<sup>2</sup> explains the predictive power of endogenous variables. Closer to 0 value for path coefficients indicate insignificance of coefficients. Value for R<sup>2</sup> also lies between 0-1, value closer to 1 indicate greater predictive accuracy and vice versa. The value of 0.75 indicates substantial predictive power, 0.50 indicates moderate predictive power, while 0.25 indicates weak predictive power. The value for R<sup>2</sup> came out to be 85.1 and 46.9.

**Table 6:** R-Square

	R Square
SS	0.851
WE	0.469

## Conclusion

Employees feel that company members are their own family and friends. Therefore, supervisory support indicates supervisors identify as a person who is concerned and willing to grant emotional and influential support at any time when it is needed. Thus, a high quality relationship with one's supervisor is useful to alleviate job stress from job demands. This study has discovered that supervisors who help the employees to overcome burnout, experience increased employee intention to continue with the organization. Supervision has become an essential and necessary activity for the organization, supervisors should be able to assist, review and monitor their staff.

The main focus of the current study is to investigate job demand (work stress & workload), supervisor support and work engagement. In addition to that, the study has tried to explore the triangular relationship between job demand, supervisor support and work engagement by investigating the mediating role of supervisor support on the relationship between job demand and work engagement of employees, working in Indonesian financial service sector. The phenomenon of work engagement has generated a great deal of attention in management. The concept is gaining increased significance among managers to ensure the productivity of their employees. However, this concept not only applies in corporate circles but also in academia. The study has argued that since today's modern business is faced with technological advancement and competition, engagement can be considered as a key factor that determines organizations' success. Nowadays organizations not only need to recruit and retain talented people, but they also need to ensure their talented workforces are physically and emotionally attached to their work. The study has employed the PLS-SEM to achieve the objectives. This study will be helpful for policymakers and researchers in examining the link between job demand (work stress & workload) on the supervisor support and work engagement.

It is found that the supervisory process will enhances work engagement, organizational commitment and learning at work. On the other hand, job resources also help employees to diminish job demands and their health-impairing outcome, but it also functions in achieving work goals. Therefore, job resources are assumed to play an important role in order to stimulate employees' personal growth, development and learning. It is important to associate well-being with the experience of positive moods and emotions. Thus, it can give direction



and meaning to people's action. For example, supportive action from a supervisor can encourage their subordinates to be more competent. Through supervisor attention and approachable behaviour, subordinates will voluntarily engage with the task and organization direction.

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