

The Influence of Family Supportive Supervisor Behavior on Employee Work Engagement at PT. Apex Mitra Prima: The Role of Work Tenure and Employee's Age

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Abstract. Work engagement represents the enthusiasm and dedication of employees towards the company, which can lead to creativity and innovation among employees. Work engagement in employees can be influenced by various factors, including social support such as family supportive supervisor behavior (FSBB), length of service, and age. This study aims to investigate the effect of FSBB, length of service, and age on WE among employees at PT. Apex Mitra Prima. The 136 participants ($SD_{age} = 3.39$; $Mean_{age} = 26.45$) completed the Utrecht Work Engagement scale ($\alpha = 0.85$) and the FSSB scale ($\alpha = 0.98$). The data were analyzed using hierarchical regression and post-hoc tests, including LSD. The results indicate that FSBB and length of service significantly influence WE ($p < .05$), while age does not have a significant effect on WE. Employees who have worked for more than five years have higher WE compared to other categories, although no significant differences were found among categories. The study's findings among 136 employees show that FSBB and length of service have a significant effect on WE, while age does not have a significant effect. The implications of this study are the importance of the supervisor's role in creating a supportive and motivating work environment to achieve optimal WE levels.

Keywords: family supportive supervisor behavior; work engagement; employee

1 Introduction

Maintaining the existence of all components within a company requires the development of human resources. One of the significant challenges faced by companies is the high turnover rate among employees which can lead to various problems [1]. Retaining employees is not an easy task as shown by the results of a survey conducted by Towers Watson, which revealed that 66% of Indonesian employees who have been working for less than two years intend to leave their jobs [2]. According to Mobley, the strongest factor influencing employee turnover

is work engagement [2]. Therefore, companies need to consider how far employees feel attached to the organization, as this has a strong link to a business outcome such as profitability, employee retention, productivity, benefits, loyalty, and customer satisfaction [25]. Work engagement gives employees a sense of motivation and supports the emergence of innovation and creative aspects in the workplace, ultimately having a positive impact on the company [15].

Work engagement is a positive concept that reflects how much an individual has enthusiasm, focus, and dedication towards their work in a company or organization where they work. Work engagement provides motivation to employees and supports the emergence of innovative and creative aspects in the workforce. Overall, it can have a positive impact on the company [25]. Schaufeli et al. explain that work engagement significantly increases creativity, performance, motivation, organizational citizenship behavior, job satisfaction, organizational commitment, and customer satisfaction [29]. Bakker and Schaufeli also explain that work engagement is a positive and active condition in working, characterized by vigor, dedication, and absorption [28]. The findings of Wood et al. show that work engagement significantly increases creativity, performance, motivation, organizational citizenship behavior, job satisfaction, organizational commitment, and customer satisfaction [31].

One of the factors influencing work engagement among employees in a company is the level of employees' trust that their involvement in work is meaningful. This factor is determined by job characteristics and adequate access to resources for effective work [21]. One aspect of job characteristics that contributes to engagement is tenure [22]. This is supported by Madyaratri & Izzati's argument that tenure has an impact on the level of work engagement among employees [11]. Furthermore, Schaufeli et al., also argue that there is a positive relationship between tenure and work engagement, where the level of work engagement among employees increases as tenure increases [29]. This is supported by studies by Pri and Zamralita and Zamralita, which found that employees with more than 10 years of tenure have higher levels of work engagement compared to those with less than 10 years of tenure. Other studies have also found that work engagement increases with increasing tenure [18, 33].

In addition to tenure, age also affects the level of work engagement among employees. This is demonstrated by studies by Hoole and Bonnema and Kim and Kang, which found a positive relationship between age and work engagement [7, 8]. Specifically, Wilis et al., found that employees aged 40-49 years have higher levels of work engagement compared to other age groups [30]. Brewer and Shapard also found that young employees are more likely to experience burnout compared to older employees, as young employees have less experience in using their potential, such as support from colleagues, supervisors, and job demands that are still relatively light. This attitude can make it difficult for an employee to become attached to the organization where they work [20].

Work engagement can be categorized into factors such as leadership, organization, organizational culture, and social support. One form of social support that affects work engagement among employees is family supportive supervisor behavior (FSSB). This concept encompasses various actions of supervisors that support family aspects, including four dimensions: emotional support, instrumental support, role modeling, and job-related creative management. FSSB has been the focus of researchers due to its positive impact on work-life balance and employee performance, and previous studies have shown that supervisor support is positively related to several important constructs within organizations, including work-

family enrichment, job satisfaction, turnover intention, job performance, and work engagement [17].

The direct relationship between FSSB and work engagement has been empirically tested in previous studies [13, 20]. This finding is supported by the research conducted by Shi et al., which found that FSSB is able to increase work engagement because employees tend to value tasks assigned by supervisors [31]. Supervisor attention to employees also makes employees feel more valued as individuals. This discovery is also strengthened by the research conducted by Natria & Etikariena, which shows that work engagement increases because supervisors exhibit family-supportive behavior [15]. This study is also supported by the research conducted by Matthews et al., which also found that FSSB can increase work engagement [13].

PT. Apex Mitra Prima is a company that focuses on outsourcing services, providing workforce for various companies in several cities in Indonesia. This company aims to find talented individuals who can become integral parts of their team, with high dedication, responsibility, and initiative towards their work. This attitude is known as work engagement [1]. Based on the results of interviews with the General Manager of the company, the presence of indicators of family supportive supervisor behavior is believed to increase aspects of work engagement among employees in the company. From this explanation, reviewing the importance of FSSB on work engagement leads researchers to assume that the presence of FSSB has an impact on work engagement or vice versa among employees of PT. Apex Mitra Prima.

2 Method

2.1. Study Design

This study was conducted at PT. Apex Mitra Prima, located in Surabaya. The research data was collected online through the Google Form platform over a period of one month. The number of participants in this study was 170 employees. However, the researcher had to eliminate data from 34 participants due to inconsistencies in the research data filled out by the participants. The criteria for participants were that they were permanent employees of the company and worked at the company that was the location of the study. The data obtained was then analyzed using SPSS 25.0 for Windows software. The data analysis technique used was regression analysis to examine the effect of family supportive supervisor behavior on work engagement.

2.2. Participant

This research was conducted at PT. Apex Mitra Prima located in Surabaya. The research data was obtained online through the Google Forms platform for one month. The participants of this research were 170 employees, but the researchers had to eliminate the data to 136 employees due to discrepancies in the data provided by the participants. The criteria for participants were that they must be permanent employees of the company and work at the company where the research was conducted.

2.3. Instruments

Work Engagement. The instrument used in this research is the Utrecht Work Engagement Scale-9 ($\alpha = 0.85$) adapted into Indonesian language by Kristiana et al. (2018) to measure participant's work engagement [9]. This instrument consists of 9 items covering the dimensions of vigor, dedication, and absorption. Participants responded to the questions on this instrument using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 1. Items Work Engagement

No.	Item
1.	Di tempat kerja, saya merasa penuh dengan energi
2.	Dalam bekerja, saya merasa kuat dan bertenaga
3.	Saya antusias dengan pekerjaan saya

Family Supportive Supervisor Behavior. The instrument used in this research is Family Supportive Supervisor Behavior ($\alpha = 0.98$) by Yuliana and Handoyo (2020) to evaluate their perception of the family support provided by their supervisor. This instrument has 14 items consisting of four dimensions, namely emotional support, instrumental support, role modeling support, and creative work-family management. Participants responded to the questions on this instrument using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) [34].

Table 2. Items Family Supportive Supervisor Behavior

No.	Item
1.	Alasan saya bersedia mendengarkan masalah saya dalam mengelola urusan pekerjaan dan bukan pekerjaan
2.	Atasan saya meluangkan waktu untuk mempelajari kebutuhan pribadi saya
3.	Atasan saya membuat saya merasa nyaman untuk berbicara dengannya tentang konflik saya antara urusan pekerjaan dan bukan pekerjaan

2.4. Procedure

The data collection process was carried out by distributing questionnaires to the participants via Google Forms. The study's purpose, as well as guidelines for maintaining anonymity and confidentiality were explained to participants before they completed the online survey. Participants were assured that their responses would be used only for research purposes and would remain anonymous. No potential participants were excluded, and there were no missing data as all the questions needed to be answered in order to submit the survey.

2.5. Data Analysis

The data analysis technique used is Hierarchical Regression, a statistical method to explore the relationships among multiple independent variables and a dependent variable. Additionally, post-hoc LSD (Least Significant Difference) is used to analyze the differences between multiple groups in a one-way analysis of variance (ANOVA) test. The data obtained was then analyzed using SPSS 25.0 for Windows software.

3 Result

3.1. Participant's Characteristics

Table 3. Descriptive Statistic

n = 136	Frequency	%	SD	Mean
Age (year)			3.39	26.45
21-25	57	41.91	1.1	24.03
26-30	71	52.2	1.01	27.18
>30	8	5.88	8.95	37.25
Work Tenure (year)				
< 1	22	16.17		
1 - 5	105	77.2		
> 5	9	6.61		
Work Engagement				
High	6	4.41	0.74	53.3
Medium	113	83.08	2.90	45.57
Low	17	12.5	5.91	21.52
Family Supportive Supervisor Behavior				
High	1	0.73	-	-
Medium	118	86.76	2.66	62.05
Low	17	12.5	8.93	33.58

Based on Table 3. It is known that the participants were dominated by employees of the company with an age range of 26-30 years ($SD=1.01$; $M_{age\ 26-30}=27.18$). Additionally, it can be seen that the dominance of the research participants is employees who have worked for a range of one to five years (77.2%). In terms of work engagement among employees, the dominance is in the moderate category, with 113 employees ($SD = 2.90$; $M = 45.57$), and in family supportive supervisor behavior, it is also dominated in the moderate category, with 118 employees ($SD = 2.66$; $M = 62.05$). The data has met the assumptions such as normality, linearity, homogeneity, and homoscedasticity. Therefore, further regression analysis is needed.

3.2. Data Analysis

Table 4. Pearson Correlation Test Results

	WE	FSSB	Work Tenure	Age
WE	1.000			
FSSB	.909**	1.000		
Work Tenure	.175*	.139	1.000	
Usia	-.022	-.076	.313	1.000

Note: WE = Work Engagement; FSSB = Family Supportive Supervisor Behavior; * $p < .05$; ** $p < .01$

Based on the data in Table 4, it can be determined that family supportive supervisor behavior has a highly significant relationship with work engagement ($p < .01$) and also the length of employment is significantly related to work engagement ($p < .05$), whereas the age is not a factor related to work engagement. Following the Pearson correlation test, the researcher analyzed the data using hierarchical regression with Model 1 including only the variable of family supportive supervisor behavior and Model 2 adding the variables of age and length of employment.

Table 5. Hierarchical Regression

Model	R	R ²	ΔR^2	Sig. F Change	β	<i>b</i>	SE	<i>t</i>
1	.909	.826	.827	.000	-	-3.242	1.850	-1.752
					.909	.788	.031	25.324**
2	.911	.827	.003	.263	-	-6.603	2.965	-2.227*
					.907	.786	.032	24.870**
					.037	.081	.086	.965
					.036	.703	.729	.939

1. Predictors: (Constant), Family Supportive Supervisor Behavior

2. Predictors: (Constant), Family Supportive Supervisor Behavior, Age, Work Tenure

SE = Standard Error; ** $p < .001$; * $p < .05$

Based on the data in Table 5, it can be determined that the predictor of family supportive supervisor behavior has an effective contribution of 82.6% to work engagement among participants with a significance level of .000 ($p < .001$). Additionally, the data shows that when family supportive supervisor behavior is considered simultaneously with age and length

of employment, it does not have a significant difference compared to the first model ($p = .263$; $p > .05$). However, it is observed that length of employment has a greater contribution compared to age in predicting work engagement. Specifically, the value of R^2 for length of employment is .03, whereas R^2 for age is .0004, indicating that length of employment predicts work engagement by 3%, whereas age only contributes by 0.04%.

Table 6. Mean Differences of Work Tenure

(I) Work Tenure	(J) Work Tenure	Mean Difference (I-J)	Std. Error	Sig.
< 1 year	1-5 year	-3.06	2.07	.143
	> 5 year	-6.18	3.50	.051
> 5 year	< 1 year	6.18	4.06	.131
	1-5 year	3.18	3.57	.375

In the post-hoc test as an additional analysis in this study, the researcher used Fisher's Least Significant Difference (LSD) test to determine the difference in work engagement between employees based on their length of employment. Based on the results in Table 6, it was found that there is a difference in work engagement between employees who have worked for less than one year and those who have worked for one to five years, as well as those who have worked for more than five years. Specifically, employees who have worked for less than one year had a lower work engagement compared to those who have worked for one to five years, with a mean difference of 3.06 ($p > 0.05$). Similarly, employees who have worked for less than one year had a lower work engagement compared to those who have worked for more than five years, with a mean difference of 6.18 ($p > 0.05$). Additionally, employees who have worked for one to five years had a lower work engagement compared to those who have worked for more than five years, with a mean difference of 3.18 ($p > 0.05$). Although there are differences in the mean scores between the three categories of length of employment, none of these differences are significant in terms of work engagement.

4 Discussion

This study aims to investigate the effect of family supportive supervisor behavior (FSSB), length of service, and age on work engagement among employees at PT. Apex Mitra Prima. This study finds that only 4.41% of employees had high levels of engagement, indicating that only a small percentage of employees showed high levels of vigor, dedication, and absorption. Employees in this group had high levels of energy (vigor), full engagement and enthusiasm for their work (dedication), and were fully absorbed in their tasks (absorption). They tended to show high levels of productivity, loyalty, attendance, and profitability, and were highly motivated to perform well in their jobs [4]. Most employees in this study had moderate levels of engagement (83.08%). Employees with moderate levels of engagement had sufficient levels of vigor, dedication, and absorption to meet work demands, but may not have had high levels of enthusiasm or engagement. They contributed to the company's performance, but there was room for improvement in their engagement. 12.5% of employees had low levels of

engagement, indicating a lack of vigor, dedication, and absorption. Employees in this group may have had low levels of energy, were less motivated, and were not fully engaged in their work. They tended to be absent or inconsistent in completing tasks, which could negatively impact the company's overall performance. Therefore, it is crucial for companies to identify factors that can increase employee engagement, such as providing better support from supervisors. The support provided by supervisors is known as Family Supportive Supervisor Behavior (FSSB).

The hypothesis of this study is confirmed, indicating that there is a positive relationship between FSSB and work engagement among employees of PT. Apex Mitra Prima. Furthermore, this study finds that Family Supportive Supervisor Behavior contributes 82.6% to work engagement among participants. Our results support the findings of previous research by Matthews et al. who found a positive relationship between Family Supportive Supervisor Behavior (FSSB) and Work Engagement [13]. Supervisors who support family can increase employee engagement and performance at work [20, 24]. Support from supervisors who understand and support employees' work-life balance can increase employee engagement [16]. When employees feel supported in their family and personal life, they tend to be more motivated, satisfied with their work, and committed to contributing more to the organization. This support creates a positive work environment that ultimately increases employee productivity and performance [4]. Employees with high FSSB believe that they work in a safe environment where they can interact openly and freely with their supervisors, and can express concerns about their family without fear of negative consequences [25]. Supervisors with high FSSB tend to reduce pressure on employees to work when sick, which causes employees to feel less responsible for working while sick. This shows that social support at work gives employees more resources to take part in family roles outside of their work roles, which increases work engagement [15].

Moreover, this study shows that length of service can predict work engagement, but the effect is low, at only 3%. This suggests that although employees' length of service can act as a predictor for their engagement at work, its influence is not strong, implying that other factors are likely more important in predicting work engagement. Furthermore, these findings reveal that there is no statistically significant difference in work engagement when comparing employees with varying lengths of service. This means that regardless of whether an employee has been with the organization for a short or long period, their level of engagement does not significantly differ based on their tenure alone. Length of service has different means in each category because more work experience can increase skills in completing tasks, which can affect professional levels. The more someone works, the more experience they gain, and this can affect their work engagement (WE). Work experience gained from length of service can increase work engagement because it can form attitudes, knowledge, and skills needed to work more effectively and efficiently [10]. Additionally, the longer someone works, they also have more opportunities to understand the company's vision and mission better, have new ideas, focus on their work, and always give their best to the company, which are all factors that can increase work engagement. Based on research conducted by Madyararti and Izzati, there are differences in the level of Work Engagement seen from the length of service of employees. The longer someone works, the higher their level of work engagement. This can be caused by factors such as the development of longer relationships with the company, having a long-term

career plan related to the company, effective commitment, better ability to handle work-related stress and fatigue, and higher performance levels [11].

This study suggests that there is no correlation between an employee's age and work engagement. In terms of age, there is no specific research that mentions a certain number related to its relationship with work engagement. It is not proven that there is a difference in age among respondents that needs to be tested further, considering there are findings that state a relationship between age and work engagement [14]. Employees in the age range of 26-30 years typically have completed their higher education and have started their professional careers. They also have more work experience and have developed better skills and expertise. According to developmental theory, employees in this age range are typically in the stage of development known as "Young Adulthood" or "Early Adulthood." At this stage, individuals typically have increased their skills and expertise, and have started their professional careers. They also begin to develop their professional identities and have clearer expectations about their future careers [18]. In this study, the majority of employees were between 26 and 30 years old (52.2%), while those between 21 and 25 years old were 41.91%, and 5.88% were over 30 years old. Employees in the 26-30 age range tend to have higher levels of engagement because they have more work experience and have developed better skills. They also have clearer expectations about their future careers, which makes them more engaged and motivated in their work. As part of Family Supportive Supervisor Behavior, employees in this age range typically need better support from their supervisors in managing their work and personal life. They also need more opportunities to develop their skills and expertise, and have more opportunities to advance their careers. Supervisors who support employees in this way can improve the quality of their work and increase employee satisfaction [3].

Limitations in this study include several aspects that need to be considered for future research. Firstly, the study only focuses on a specific age range within the respondent population, thus resulting in limited generalizability to other age groups. Secondly, researchers relied solely on data from a single company, which may restrict the generalization of findings to different organizational contexts. Thirdly, the study also lacked deeper exploration of other factors influencing work engagement among employees.

5. Conclusion

Based on the research conducted at PT. Apex Mitra Prima, it can be concluded that there is a significant relationship between Family Supportive Supervisor Behavior, work tenure, with the level of Work Engagement among employees ($\hat{y} = -6.603 + .786_{FSBB} + .081_{Age} + .703_{worktenure}$; $p < .05$). Employees who receive support from supervisors related to family tend to have higher levels of work engagement. Additionally, the longer someone works, the higher their level of work engagement tends to be. However, age and work tenure was not found to have a significant impact on work engagement in the context of this study ($b_{age} = .081$, $SE_{age} = .086$, $t_{age} = .939$, $p > .05$; $b_{age} = .703$, $SE_{age} = .729$, $t_{age} = .965$, $p > .05$). This suggests that it is important for organizations to pay attention to supervisor support for family and provide opportunities for employees to develop their work experience in order to increase their work engagement and overall job performance. Therefore, policies that support work-life

balance and employee career development can positively contribute to employee engagement and performance at the workplace.

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