The Influence Of Supervisor Support And Work Environment On Job Performance Through Employee Engagement In The Wood Production Industry In East Kalimantan

Saragih[1*], Andre Michael[2], Tuty Lindawati[3]

Universitas Katolik Widya Mandala Surabaya, Indonesia

Email: managemaster.saragih.a.20@ukwms.ac.id[1*], andremicsa8@gmail.com[2]

*Correspondence

Keywords:	**ABSTRACT**
Supervisor Support; Work Environment; Job Performance; Employee Engagement.	Employees or human resources have an essential and significant share in the company. The company also realizes that job satisfaction and employee welfare are vital to the company's business activities. With job satisfaction and welfare owned by employees, the company gets feedback such as maximum performance and profits. This study aims to determine whether supervisor support and work environment significantly influence job performance through employee engagement in the wood production industry in East Kalimantan. The data type used is quantitative, with primary data as the data source in this study. The primary data used was a questionnaire distributed on Google Forms. The data obtained amounted to 200 respondents. The data analysis technique used in this study is SEM (Structural Equation Modelling), and SEM-PLS (Partial et al.) is used as a data processing tool. The results of research that have been conducted show that supervisor support has a significant effect on employee engagement, the work environment has a significant effect on employee engagement, employee engagement has a significant effect on job performance, supervisor support has a significant effect on job performance, and work environment has a significant effect on job performance, supervisor support, and work environment have a significant effect on job performance through employee engagement.

Introduction

Economic activity is central to all countries in the world. Many business sectors support human life, such as F&B (food and beverage), trade and retail, online sales, infrastructure and construction, factory and agriculture, etc (Rahmanita & Anwar, 2021). As part of the infrastructure and construction sector, the wood production industry also has a vital role in both economic activities and daily needs and activities. A company or industrial business is a business unit/unit that carries out economic activities to produce

products or services, has a physical building in a specific location, has a legal administrative record of its business entity, and there are one or more individuals responsible for the company (Central Statistics Agency, 2022). Although many sectors have experienced significant impacts from the COVID-19 pandemic, this is not true for the timber industry. According to (the Ministry of Industry of the Republic of Indonesia, 2021), the wood processing industry in Indonesia rose and grew positively by 8.04% and continued to experience an increase in productivity due to increasing market demand. This can happen because of the COVID-19 pandemic, where household spending is significantly reorganized, namely the shift from entertainment, tourism, and transportation to other sectors, such as products from the technology sector and the need to organize and renovate homes (Novrandy & Tanuwijaya, 2022).

From the explanation above, this is an opportunity and advantage for each company engaged in the wood industry. Of course, companies that want to take advantage of this opportunity need qualified human resources, namely employees, small or large companies. Without employees, the company cannot carry out production and business activities. In his book "People Management: Theory and Strategy" (Rees & McBain, 2014, p. 100), he said human resources are valuable company assets. Therefore, companies need to increase their attractiveness to obtain and increase the human resources needed for their companies (Rahmayani & Wikaningrum, 2022).

Employees work with the abilities/skills of a particular company/institution/institution to get rewards in the form of salary or money (Binus et al. School, 2020). In addition to natural resources needed for companies or industries that are engaged in producing products, human resources are also needed for companies because, without employees, business activities cannot run properly even though they already have natural resources. With the times and technology to accelerate production activities, companies still need employees to maintain production equipment, plan and manage production activities, organize and review employee activities performance, and others (Firnanda & Wijayati, 2021). Seeing how vital human resources are for the smooth running of business activities, companies must consider their employees as costs and investments where companies get valuable returns.

Jumlah Tenaga Kerja Industri Besar Dan Sedang Menurut Sub Sektor [KBLI 2009] (Orang), 2017-2019

« back   excel

Data series subyek **Industri Besar dan Sedang** juga dapat diakses melalui **Fitur Tabel Dinamis**.

Data Series : 2017-2019 2014-2016 2011-2013 2009-2010

KBLI 2 digit (Deskripsi)	Jumlah Tenaga Kerja Industri Besar Dan Sedang Menurut Sub Sektor [KBLI 2009] (Orang)		
	2017	2018	2019
15 Kulit, Barang dari Kulit dan Alas Kaki	425 376	391 200	483 543
16 Kayu, , Barang dari Kayu dan Gabus (Tidak Termasuk Furnitur) dan Barang Anyaman dari Bambu, Rotan dan sejenisnya	286 442	257 783	258 103
17 Kertas dan Barang dari Kertas	170 233	145 478	150 614
18 Pencetakan dan Reproduksi Media Rekaman	83 753	63 873	79 933

Figure 1
Number of Large & Medium Industrial Workforce by Sub-Sector in 2017-2019
Source: Central Bureau of Statistics (Annual Survey of Manufacturing Industry Companies/STPIM), (2022)

Based on Figure 1, the number of employees in the timber sector in 2017 was 286,442; in 2018, it fell to 257,783 employees; and in 2019, it rose to 258,103.

Number of Establishments, Workers Engaged and Labour Costs of Large and Medium Manufacturing Establishments by Industrial Code, 2014

Sub Sektor Sub Sector	Banyaknya Perusahaan Number of Establishment	Banyaknya Tenaga kerja Number of Person Engaged	Pengeluaran Untuk Tenaga Kerja Labour Cost (000 Rp)
(1)	(2)	(3)	(4)
1. Makanan dan Minuman Food and Drinks	53	11 575	
2. Tekstil dan Kulit Textile and Leather	3	407	
3. Kayu-kayuan Woods	25	15 836	
4. Percetakan Printing	4	338	

Figure 2
The Number of Companies, Labor, & Expenditure for the Labor of Large and Medium Industrial Companies

Then, based on data in Figure 2 from various industrial sectors in East Kalimantan, especially from the timber sector in 2014, the number of companies or wood industries was 25, and the total number of workers was 15,836. The large number of workers indicates that human resources in the industry are needed, considering the enormous demand or demand for wood from this industrial sector. In addition to the number of employees, the quality of labor is also an essential factor in the industry. The quality of human resources, which are qualified and competent in the field of work, can spur related industries to be more competitive in conducting business activities, especially amid the development of the Industrial Revolution 4.0.

The presentation of the two pictures above proves that the number of workers from the wood industry sector is enormous. This is undoubtedly a challenge for companies to organize and manage their employees. In addition, with the progress of globalization and the Industrial Revolution 4.0, each company from various business sectors must have optimal and qualified performance amid today's tight competition, including in the wood industry. Many efforts are made by each company in order to survive and compete with its competitors, such as making internal changes in the company, increasing the storage capacity of raw materials / natural resources for production, developing human resources owned by the company, and others. Employees or human resources have an essential and significant share in the company, so it becomes fundamental to maintain and develop the quality of employees, ensuring that the company has maximum performance and produces products and profits. Apart from the company's primary purpose of business activities, namely to get profit or profit, the company is also very aware that job satisfaction and employee welfare are vital in the company's business activities. With job satisfaction and welfare that employees have from the company they work for, the company gets reciprocity, such as maximum performance and profits, because employees are essential and valuable assets. Some of the resources and efforts made by the company to prosper its employees include providing a conducive work environment, supervisors who can work well with their subordinates, creating employee engagement in the company environment, giving praise/bonuses / and the like if employees have the best job performance in their work, and so on.

In this study, several companies are engaged in the East Kalimantan wood production industry. As an illustration, one company has an average land area of 17,850 hectares and has a valid Concession Decree (APP Sinarmas, 2022). With a company environment far from urban areas and families, companies certainly know that it is essential to pay attention to the condition and quality of their human resources. The success or failure of the company to maintain and even improve the job performance of its human resources is determined by the supervisor and work environment owned by the company. If these employees get support or support from supervisors and employees are comfortable and can adjust their work environment, it will create employee engagement with the company where they work. Based on the background described above, the title of this study is "The Influence of Supervisor Support and Work Environment on Job

Performance through Employee Engagement in the Wood Production Industry in East Kalimantan."

Several previous studies have discussed variables that influence performance and employee engagement. However, after reviewing some previous research, I see that previous research has a different type of industry from the research that will be carried out today. Therefore, this research has its characteristics because the object of this research is a manufacturing company, so its originality is guaranteed.

Rubel and Kee (2013), in a study entitled "Perceived Support and Employee Performance: The Mediating Role of Employee Engagement," aims to investigate how perceived organizational and supervisory support affects employees in performance roles by examining the mediating effects of employee engagement. In addition, employee engagement is a mediator between perceived support and employee in-role performance because the employees feel proud to continue the relationship with the organization for a longer time. This study's results show a positive relationship between organizational support (organizational and supervisors) and employee in-role performance. In addition, the results of this study show that organizational and supervisory support has a significant positive relationship with employee in-role performance. Furthermore, employee engagement mediates the relationship between perceived support and in-role performance.

(Chaudhry, Jariko, Mushtaque, Mahesar, & Ghani, 2017), in a study entitled "Impact of Working Environment and Training & Development on Organization Performance Through Mediating Role of Employee Engagement and Job Satisfaction," the aim of examining employee engagement that is hampered due to the poor work environment and training programs. Job satisfaction is needed for organizational growth and to ensure the organization's existence in the marketplace or marketplace. This research focuses on the importance of organizational performance. The results and conclusions of this study show that work environment, training and development, employee engagement, and job satisfaction have a strong relationship with organizational performance. Employee engagement and satisfaction are also significantly related to the work environment, training and development, and organization performance. Without employee engagement and satisfaction, performance levels in the organization are negatively affected. Employee engagement and satisfaction mediate between work environment, training and development, and organizational performance.

Research Objectives

Based on the formulation of the problem above, the purpose of this study is to analyze:

1. The influence of supervisor support on employee engagement in the wood production industry in East Kalimantan
2. The effect of work environment on employee engagement in the wood production industry in East Kalimantan
3. The effect of employee engagement on employee job performance in the wood production industry in East Kalimantan.

4. The influence of supervisor support on employee job performance in the wood production industry in East Kalimantan.
5. The effect of work environment on employee job performance in the wood production industry in East Kalimantan.
6. The influence of supervisor support on employee job performance through employee engagement in the wood production industry in East Kalimantan.
7. The influence of work environment on employee job performance through employee engagement in the wood production industry in East Kalimantan.

Research Methods
Types of Research
The type of research used in this study is causal research, which investigates cause-and-effect relationships between two or more variables. According to Silalahi (2015: 124), causal research explains the effect of changes in value variations in one or more variables on changes in value variations in one or more other variables. Therefore, this study aims to determine the influence of supervisor support and work environment on job performance through employee engagement in the wood production industry in East Kalimantan.

Variable Identification
Purwanto and Sulistyastuti (2017: 17) suggest that variables are explained as concepts that experience value variations. This study used three variables studied: the independent variable, the dependent variable, and the intervening variable.

Independent variable:
X1: Supervisor Support
X2: Work Environment
Variable intervention:
Y1: Employee Engagement
Variable dependencies:
Y2: Job Performance

Variable Measurement
The measurement of variables in this study used a five-point Likert scale. According to Purwanto & Sulistyastuti (2017: 63), the Likert scale measures opinions or respondents based on ranking categories from strongly disagree to agree strongly. The measurement of respondents' answers uses weighting criteria with the following levels:
1. = Strongly Disagree
2. = Disagree
3. = Neutral
4. = Agree
5. = Totally Agree

Answers with more significant scores show an increasingly positive assessment response to the questions given. Answers with more miniature scores show increasingly negative assessment responses to the questions.

Data Types and Sources

1. Data Type

The type of data used in this study is quantitative data. Quantitative data are the result of numerical observations. Quantitative data is a numerical record that results from a measurement process where a mathematical basis of operations can be carried out (Silalahi, 2018, p. 90).

2. Data Sources

The primary data source used in this study is primary data. Primary data is collected directly from the research field, for example, through interviews, focus group discussions, questionnaires, and observations (Purwanto & Sulistyastuti, 2017, p. 17).

Primary data in this study were obtained directly from research respondents by distributing questionnaires or lists of questions to employees or staff of the wood production industry in East Kalimantan.

Population, Sample, and Sampling Techniques

Population can be interpreted as the total number of all units or elements the investigator is interested in researching. At the same time, a sample is a subset or part of an element selected in a certain way from the population. Samples are measured to generalize the population (Silalahi, 2015, pp. 374-375).

The sampling technique in this study is convenience sampling. According to Asari et al. (2023: 106), convenience sampling is a sampling technique based on chance, namely anyone who happens to meet the researcher and is considered suitable as a data source; then, the subject is sampled.

To determine the number of samples that must be taken, the researcher uses the formula to determine the number of samples from (Hair, 2009). According to (Hair, 2009), studies using latent variables that cannot be measured directly are measured using indicators from these research variables. The formula is as follows:

5   x Indicator = Minimum sample count

10 x Indicator = Maximum sample count

The number of indicators in this study is 21 indicators. So, if you use the formula for determining the number of samples from Hair et al.:

5   x 21 indicator = 105 (Minimum sample count)

10 x 21 indicator = 210 (Maximum sample number)

From the calculation results above, the limit of the number that must be achieved in this study is 105 to 210 samples.

Data Analysis Techniques

The data analysis technique used to process data in this study is SEM (Structural Equation Modelling). SEM is one of the analytical techniques used to test and estimate causal relationships by integrating path analysis and factor analysis (Solling Hamid & M Anwar, 2019). The Structural Equation Modelling used in this study is SEM-PLS. Partial Least Square uses an algorithm iteration consisting of the OLS (Ordinary et al.) series so that the problem of model identification is not a problem for recursive models (models

that have one-way causality) and avoids problems for non-recursive models (reciprocal or reciprocal models between variables) that covariance-based SEM can solve. So, Partial Least Square is a powerful analysis method often called soft modeling (Prahasti, Lewi, & Bharwani, 2023).

Validity Test

The first stage in model evaluation is evaluating the measurement model (outer model), or in SEM-PLS, better known as the construct validity test. According to Jogiyanto in (Solling Hamid & M Anwar, 2019), a strong correlation between the construct and the question items and a weak relationship with other variables is one way to test construct validity. The construct validity test in SEM-PLS consists of convergent validity and discriminant validity. Convergent validity relates to the principle that the gauges of a construct should be highly correlated. In contrast, discriminant validity relates to the principle that different construct gauges should not be highly correlated.

After conducting a validity test in the outer model, the next step is evaluating convergent and discriminant validity.

1. Convergent Validity

This validity has two criteria to be evaluated: the loading factor value and the Average Variance Extracted (AVE) value. The rule of thumb to evaluate convergent validity is that the loading factor value must be≥ 0.7, and the Average Variance Extracted (AVE) value must be ≥ 0.5.

2. Discriminant Validity

Discriminant validity is a generally accepted prerequisite for analyzing relationships between latent variables. At this stage, the criteria for the value evaluated are cross-loading. The Rule of Thumb for each variable must be ≥ 0.70 each (Muhson, 2022).

Reliability Test

In addition to validity tests, SEM-PLS reliability tests are also carried out. Reliability tests prove instruments' accuracy, consistency, and permanence in measuring constructs or variables. Reliability testing of a construct or variable can be done in two ways: with Cronbach's Alpha and Composite Reliability. However, according to (Prahasti et al., 2023), the use of Cronbach's alpha to test construct reliability can provide under-estimate values (lower), so it is more advisable to use composite reliability.

To test and estimate the reliability of indicators in a study, you can see the value of composite reliability. The Rule of Thumb for composite reliability value must be≥ 0.70.

Results and Discussion
Descriptive Statistics of Support Supervisor Variables

Here is a description of respondents' answers to each indicator on the support supervisor variable.

<div align="center">

Table 1
Distribution of Respondent Answers Variable Supervisor Support

</div>

No.	Statement	Mean	Standard Deviation (STDEV)	Information
1	*The supervisor* helped solve work-related problems.	4.00	0.828	Agree
2	*My supervisors* are constantly informed about how employees think and feel about things.	3.91	0.820	Agree
3	*My supervisor* encourages employees to participate in important decisions.	3.96	0.848	Agree
4	Employees are treated fairly by *my supervisors.*	3.88	1.013	Agree
5	I trust my *supervisor*.	3.86	0.961	Agree
	Total	3.92	0.894	Agree

Based on Table 2 of the distribution of respondents' answers above, it is known that the supervisor support variable is measured using five indicators. The average value of the support supervisor variable was 3.92.

Descriptive Statistics of Work Environment Variables

Here is a description of respondents' answers to each indicator on the work environment variable.

Table 2
Distribution of Respondents' Answers Work Environment Variables

No.	Statement	Mean	Standard Deviation (STDEV)	Information
1	I am satisfied with the working environment conditions in this company.	3.94	0.889	Agree
2	I am satisfied with the maintenance of the cleanliness of the	3.91	0.915	Agree

No.	Statement	Mean	Standard Deviation (STDEV)	Information
	working environment in this company.			
3	I can do my job duties because the company provides access to the necessary equipment.	4.05	0.760	Agree
4	There are standard procedures for handling problems if there is a work accident.	4.08	0.786	Agree
5	The company organizes courses, projects, seminars, or similar events related to the work environment for employees.	4.03	0.842	Agree
6	Overall, the company's work environment and facilities are by applicable regulatory standards.	3.99	0.851	Agree
	Total	4.00	0.841	Agree

Based on Table 2 of the distribution of respondents' answers above, it is known that work environment variables are measured using six indicators. The average value of the work environment variable is 4.00.

Descriptive Statistics of Employee Engagement Variables

Here is a description of respondents' answers to each indicator in the employee engagement variable.

Table 3
Distribution of Respondent Answers Employee Engagement Variables

No.	Statement	Mean	Standard Deviation (STDEV)	Information

1	I am focused and enjoying my work.	4.06	0.772	Agree
2	The work I do is important and meaningful work for me.	4.16	0.710	Agree
3	I am proud to tell others that I work for this company.	4.10	0.810	Agree
4	I have strong feelings for this company.	4.02	0.815	Agree
5	I am happy and willing to work in this company until I retire.	3.89	0.948	Agree
	Total	4.04	0.811	Agree

Based on Table 3 of the distribution of respondents' answers above, it is known that employee engagement variables are measured using five indicators. The average value of the employee engagement variable was 4.04.

Convergent Validity

The first evaluation performed on the outer model is convergent validity. To measure convergent validity, use the value of outer loading and AVE (Average Variance Extracted). The rule of thumb to evaluate convergent validity is that the loading factor value must be≥ 0.7, and the Average Variance Extracted (AVE) value must be≥ 0.5. Here are the outer loading values of each indicator on the research variables:
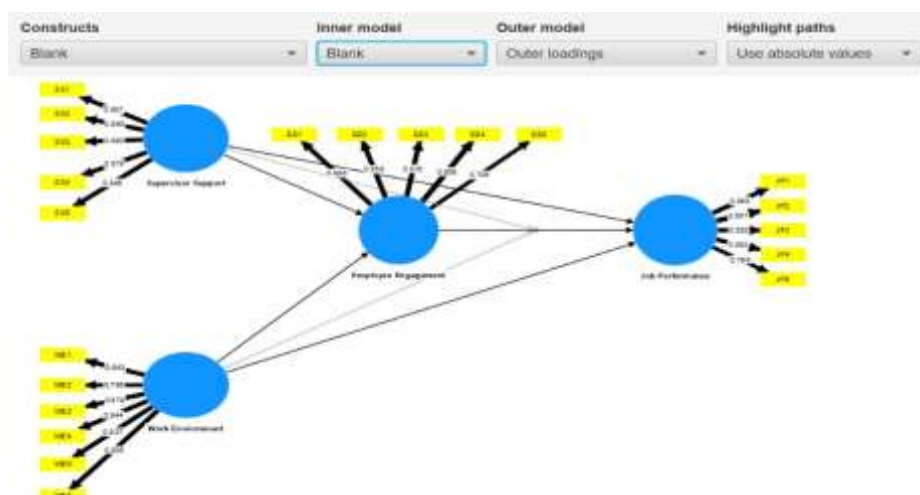

Figure 3

Outer Loading Test Results Model Framework

Discriminant Validity

The second evaluation carried out is discriminant validity. Cross-loading values can be used to measure discriminant validity on each variable indicator. An indicator is declared discriminant validity if the cross-loading value of the indicator on its variable or dimension is the largest compared to other variables or dimensions. The Rule of Thumb for each variable must be ≥ 0.70 each.

Table 4
Hasil Uji Cross Loading

	Employee Engagement	Job Performance	Supervisor Support	Work Environment
EE1	0,886	0,727	0,622	0,722
EE2	0,858	0,733	0,596	0,658
EE3	0,816	0,626	0,552	0,625
EE4	0,906	0,699	0,600	0,732
EE5	0,705	0,510	0,416	0,561
JP1	0,747	0,883	0,618	0,631
JP2	0,745	0,901	0,580	0,637
JP3	0,648	0,852	0,609	0,643
JP4	0,585	0,852	0,498	0,592
JP5	0,660	0,799	0,636	0,712
SS1	0,602	0,614	0,887	0,644
SS2	0,571	0,581	0,860	0,630
SS3	0,581	0,580	0,880	0,657
SS4	0,540	0,576	0,879	0,657
SS5	0,621	0,640	0,846	0,693
WE1	0,635	0,620	0,680	0,843
WE2	0,550	0,530	0,651	0,796
WE3	0,737	0,738	0,684	0,878
WE4	0,609	0,614	0,607	0,844
WE5	0,682	0,613	0,565	0,837
WE6	0,777	0,678	0,658	0,885

Table 4 of the cross-loading test results above shows that all indicators have an immense cross-loading value in their variables or dimensions compared to other variables or dimensions. It can be concluded that all indicators used in this study have met the discriminant validity requirements on their respective variables or dimensions.

Reliability Test

The subsequent examination of the outer model after evaluating the validity test results is to conduct a reliability test. The reliability test used in this study looks at the output of composite reliability and Cronbach alpha. The criteria are reliable if the composite reliability value and Cronbach alpha ≥ 0.70 (Muhson, 2022, p. 3). Here is the output of composite reliability.

Table 5
Hasil Uji Composite Reliability & Cronbach Alpha

	Cronbach 's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Employee Engagement	0,891	0,903	0,921
Job Performance	0,910	0,913	0,933
Supervisor Support	0,920	0,921	0,940
Work Environment	0,922	0,928	0,939

Based on Table 5 above, it can be seen that the composite reliability and Cronbach alpha values produced by all reflective constructs are excellent, namely, all values ≥ 0.7, exceeding the rule of thumb set. So, it can be concluded that all reflective construct indicators are reliable or meet reliability tests.

Based on Table 4.15 above, the results of hypothesis testing by comparing T-value and P-value can be explained as follows:

Hipotesis 1

The coefficient of influence of supervisor support on employee engagement has a T-statistic value of 2.572 ($\geq$ 1.96) and a P-value of 0.010 ($\leq$ 0.05). These results show a significant influence between supervisor support and employee engagement. This indicates that the higher the supervisor support, the more employee engagement in the East Kalimantan wood production industry will increase significantly. Based on these results, the first hypothesis is accepted.

Hipotesis 2

The coefficient of influence of work environment on employee engagement has a T-statistic value of 9.980 ($\geq$ 1.96) and a P-value of 0.000 ($\leq$ 0.05). These results show a significant influence between the work environment and employee engagement. This indicates that the higher the work environment, the more employee engagement in the East Kalimantan wood production industry will increase significantly. Based on these results, the second hypothesis is accepted.

Hipotesis 3

The coefficient of influence of employee engagement on job performance has a T-statistic value of 6.137 ($\geq$ 1.96) and a P-value of 0.000 ($\leq$ 0.05). These results show a significant influence on employee engagement and job performance. This indicates that higher employee engagement will increase job performance in the East Kalimantan wood production industry. Based on these results, the third hypothesis is accepted.

Hipotesis 4

The coefficient of influence of supervisor support on job performance with a T-statistic value of 3.352 ($\geq$ 1.96) and a P-value of 0.010 ($\leq$ 0.05). These results show a significant influence between support supervisors and job performance. This indicates that the higher the supervisor support, the more job performance in the East Kalimantan wood production industry will increase significantly. Based on these results, the fourth hypothesis is accepted.

Hipotesis 5

The coefficient of influence of work environment on job performance has a T-statistic value of 2.092 ($\geq$ 1.96) and a P-value of 0.036 ($\leq$ 0.05). These results show a significant influence between the work environment and job performance. This indicates that the higher the work environment, the job performance in the East Kalimantan wood

production industry will also increase significantly. Based on these results, the fifth hypothesis is accepted.

Hipotesis 6

The coefficient of influence of supervisor support on job performance through employee engagement has a T-statistic value of 2.364 ($\geq$ 1.96) and a P-value of 0.018 ($\leq$ 0.05). These results significantly influence supervisor support and job performance through employee engagement in the East Kalimantan wood production industry. Based on these results, the sixth hypothesis is accepted.

Hipotesis 7

The coefficient of influence of the work environment on job performance through employee engagement has a T-statistic value of 5.263 ($\geq$ 1.96) and a P-value of 0.000 ($\leq$ 0.05). These results show a significant influence between the work environment and job performance through employee engagement in the East Kalimantan wood production industry. Based on these results, the seventh hypothesis is accepted.

Supervisor Influence Support on Employee Engagement

The descriptive statistics of the supervisor support variable have an average value of 3.92. This average value proves that most respondents agree with the measurement of the support supervisor variable. The average value of the employee engagement variable is 4.04. This average value proves that most respondents also agree with measuring employee engagement variables.

Judging from the statistical results, hypothesis analysis proves the influence of supervisor support on employee engagement with a T-statistic value of 2.572 ($\geq$ 1.96) and a P-value of 0.010 ($\leq$ 0.05). This proves that the effect of supervisor support variables on employee engagement is positive and significant, meaning that the results of empirical data testing prove that the first hypothesis in this study, "supervisor support affects employee engagement," is accepted. This study's results show that supervisor support from superiors drives employee engagement in the company.

This study's results support the research conducted by (AMOO & ADAM, 2022), which state that supervisor support is the primary driver of employee engagement. The results indicate that the more support employees receive from their immediate supervisors, the more engaged employees are at work.

The Effect of Employee Engagement Work Environment

Descriptive statistics of work environment variables have an average value of 4.00. This average value proves that most respondents agree with measuring work environment variables. The average value of the employee engagement variable is 4.04. This average value proves that most respondents also agree with measuring employee engagement variables.

The results of this study are also in line with the results of research conducted by (Mohd, Shah, & Zailan, 2016), which also showed that the work environment has a significant impact on employee engagement. In contrast, the results show that respondents feel the environment is more important for employee engagement. The work environment should be conducive and accessible for employees to contribute to the organization. This makes employees feel committed and passionate about their work and organization.

The Effect of Employee Engagement on Job Performance

The descriptive statistics of the employee engagement variable have an average value of 4.04. This average value proves that most respondents agree with measuring employee engagement variables. The average value of the job performance variable is

4.13. This average value proves that most respondents also agree with the measurement of job performance variables.

Judging from the statistical results, the hypothesis analysis proves the effect of employee engagement on job performance with a T-statistic value of 6.137 ($\geq$ 1.96) and a P-value of 0.000 ($\leq$ 0.05). This proves that the effect of employee engagement variables on job performance is positive and significant, meaning that the results of empirical data testing prove that the third hypothesis in this study, namely "employee engagement affects job performance," is accepted. The results of this study show that creating strong employee engagement in employees will increase employee job performance at work.

The Effect of Supervisor Support on Job Performance

The descriptive statistics of the supervisor support variable have an average value of 3.92. This average value proves that most respondents agree with the measurement of the support supervisor variable. The average value of the job performance variable is 4.13. This average value proves that most respondents also agree with the measurement of job performance variables.

Judging from the statistical results, hypothesis analysis proves the influence of supervisor support with a T-statistic value of 3.352 ($\geq$ 1.96) and a P-value of 0.010 ($\leq$ 0.05). This proves that the effect of supervisor support variables on job performance is positive and significant, meaning that the results of empirical data testing prove that the fourth hypothesis in this study, namely "supervisor support affects job performance," is accepted. The results of this study show that the existence of supervisor support provided by subordinates or employees will increase employee job performance at work.

On the other hand, the results of this study break the argument or contradict the results of research from (Kurniawan & Anindita, 2021), which state that perceived supervisor support does not affect the job performance of marketing employees in the banking industry. The tendency of superiors to give more orders to achieve targets without giving examples, frequent rotation mutation of superiors in the banking industry, characteristics of superiors who are unable to provide solutions to every problem in the field, lack of competence, not respect for their team, do not understand market conditions and do not actively participate in achieving targets all of these things have a direct impact on the job performance of marketing employees in the banking industry. The factor of the object of research, which is a banking employee, is also a factor causing the difference in the results of this study, which can be studied further for further research.

The Effect of Supervisor Support on Job Performance through Employee Engagement

From the results of this study, supervisor support significantly influences job performance through employee engagement. The results of the hypothetical statistical test prove the influence of supervisor support on job performance through employee engagement with a T-statistic value of 2.364 and a P-value of 0.018. This shows that the employee engagement variable can be an intervening variable between support supervisors and job performance.

The results of this study break the argument of the results of research conducted by (Kurniawan & Anindita, 2021), which shows that supervisor support does not affect job performance and employee engagement. This is because supervisors in the banking industry tend to give more orders without giving tips, advice, or examples. In addition, frequent rotations and mutations of supervisors in the banking industry affect employee job performance.

The Effect of Work Environment on Job Performance Through Employee Engagement

From the results of this study, we can see that the work environment significantly influences job performance through employee engagement. The results of the hypothetical statistical test prove the effect of work environment on job performance through employee engagement with a T-statistic value of 5.263 and a P-value of 0.000. This shows that the employee engagement variable is an intervening variable between the work environment and job performance.

This study's results support the research from Chaudry et al. (2017), which states that employee engagement has a significant relationship with the work environment and job performance. Without engagement, the organization's job performance level is significantly affected. Employee engagement plays a mediating role between the work environment and job performance.

Conclusion

Based on the results of hypothesis testing and discussion in this study, it was found that supervisor support and work environment have a positive and significant effect on employee engagement, which in turn affects employee job performance in the wood production industry in East Kalimantan so that all hypotheses proposed in this study are accepted.

Bibliography

AMOO, Akinlawon Olubukunmi, & ADAM, Jamila Khatoon. (2022). The impact of supervisor support, performance feedback and workload on the engagement of TVET lecturers in Gauteng, South Africa. *Expert Journal of Business and Management*, *10*(1).

Chaudhry, Naveed Iqbal, Jariko, Mushtaque Ali, Mushtaque, Tania, Mahesar, Hakim Ali, & Ghani, Zakia. (2017). Impact of working environment and training & development on organization performance through mediating role of employee engagement and job satisfaction. *European Journal of Training and Development Studies*, *4*(2), 33–48.

Firnanda, David Yusuf, & Wijayati, Dewie Tri. (2021). Pengaruh perceived organizational support, self efficacy dan lingkungan kerja terhadap employee engagement karyawan PT. Pesona Arnos Beton. *Jurnal Ilmu Manajemen*, *9*(3), 1076–1091.

Hair, Joseph F. (2009). *Multivariate data analysis*.

Kurniawan, Rahma, & Anindita, Rina. (2021). Impact of Perceived Supervisor Support and Rewards and Recognition Toward Performance Through Work Satisfaction and Employee Engagement in Employee Marketing Banks. *Business and Entrepreneurial Review*, *21*(1), 171–192.

Mohd, Idaya Husna, Shah, Maimunah Mohd, & Zailan, Nor Shafiqah. (2016). How work environment affects the employee engagement in a telecommunication company. *European Proceedings of Social and Behavioural Sciences*.

Muhson, Ali. (2022). *Analisis Statistik Dengan SmartPLS: Path Analysis, Confirmatory Factor Analysis, & Structural Equation Modeling*. nd.

Novrandy, Rorefah Achmad, & Tanuwijaya, Justine. (2022). Pengaruh work-family conflict dan work engagement terhadap task performance dan turnover intention dengan mediasi supervisor support. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi).*, *9*(1).

Prahasti, Gyan, Lewi, Agustina, & Bharwani, Kenchen Arjandas. (2023). The Effect of Ewom on Brand Image and Purchase Intention in the Astro E-grocery Application. *Journal of Digital Marketing and Halal Industry*, *5*(2), 185–206.

Rahmanita, Fika, & Anwar, Saiful. (2021). *Pengantar Ilmu Manajemen*. Unpam Press.

Rahmayani, Willi Erika, & Wikaningrum, Tri. (2022). Analisis perceived organizational support, dukungan atasan dan work engagement terhadap kinerja karyawan selama masa pandemi Covid-19. *Jurnal Ekonomi Dan Bisnis*, *23*(2), 71–85.

Solling Hamid, Rahmad, & M Anwar, Suhardi. (2019). *Structural Equation Modeling*

(SEM) Berbasis Varian. PT Inkubator Penulis Indonesia.