

The Impact of Supervisor Support, Empowerment, and Work Stress on Work Commitment and Engagement among Export-Import Staff

Suhardoyo ^{1*}, A. Sudrajat ², Roydawati Bunga Sihol ³, Awan Gumilang Hardandrito ⁴

^{1*,2,3} Management Study Program, Faculty of Economics and Business, Universitas Bina Sarana Informatika, South Jakarta City, Special Capital Region of Jakarta, Indonesia

⁴ Study Program System Information, Faculty Computer, Universitas Dharma Indonesia, Tangerang Regency, Banten Province, Indonesia

Email: suhardoyo.syo@bsi.ac.id ^{1*}, a.sudrajat.aut@bsi.ac.id ², roydawaty.obs@bsi.ac.id ³, aghardandrito@gmail.com ⁴

Article history:

Received March 3, 2026

Revised March 12, 2026

Accepted March 14, 2026

Abstract

This study aims to determine the effect of supervisory support, empowerment, and work stress on work engagement through work commitment as a mediating variable. An empirical study was conducted on export-import staff employees at companies in KBN Cakung Jakarta using a questionnaire. The novelty of this research is that this is the first research to be conducted on export-import staff at KBN, and the results will be able to provide a positive impact on the company and society. This study is a descriptive study with a population of 143 staff employees at companies in KBN Cakung Jakarta. The sample selected was 100 employees obtained through cluster sampling, stratified sampling, and proportional random sampling techniques. The analysis method is path analysis processed with using structural equation modeling (SEM). The results of this study indicate that supervisor support coefficient value of 0,226 empowerment coefficient value of 0,570 effectively have a positive on work engagement directly. As well as a positive and direct effect between supervisor support coefficient value of 0,254 and the empowerment coefficient value of 0,428 on work commitment, while the work stress variable coefficient value of -0,569 has a negative and effect directly on work commitment and the work stress variable coefficient value of -0,440 has a negative and effect directly work engagement. The indirect effect of supervisor support coefficient value of 0,155 and empowerment coefficient value of 0,153 on work engagement variables through work commitment has a positive. As well as the indirect effect of work stress coefficient value of -0,145 on work engagement through work commitment has a negative. Based on the results of this study, it can be obtained that the variables of supervisory support, empowerment, and work stress have a direct significant effect on work commitment and have an impact on employee work engagement in the export-import staff section. And have an indirect impact on supervisory support and empowerment of Work Engagement through Work Commitment.

Keywords:

Supervisor Support; Empowerment; Work Stress; Work Commitment; Work Engagement.

1. INTRODUCTION

To achieve organizational and human resource goals, initial capital is needed. The quality of their work is highly dependent on how the company manages these employees properly and correctly. One of them is how the company can support its employees to allow for the formation of high employee commitment. 2 (Cachon-Rodríguez et al., 2022) So it is necessary to form a good commitment to employees to be able to

create a condition that is indeed needed by the company to complete all matters related to their work while still prioritizing the existence of a comprehensive work commitment for employees (Tan & Le, 2019)

Employee engagement is a concept developed from positive psychology and positive organizational behavior. (Harter, 2020) (Albrecht et al., 2023) describe the theory of the relationship and involvement that occurs closely physically, cognitively, and emotionally between a person and their role in a job, which is then referred to as employee engagement. In this study, purposive sampling was used to ensure that the selected respondents had at least one year of relevant experience and direct involvement in the organizational context under study. Specifically, the sample consisted of employees involved in export-import operations who regularly interact with supervisors and face job demands related to coordination, decision-making, and workload management. This criterion is important because this study investigates constructs such as supervisor support, empowerment, job stress, organizational commitment, and work engagement, which can be more accurately assessed by employees who directly experience these conditions. Therefore, purposive sampling was deemed appropriate for obtaining more relevant and reliable data that reflect the actual dynamics of the organization under study. In line with the definition above, Federman (Goyette et al., 2019) views employee engagement as a level at which a person commits to an organization so that it can determine how a person behaves and how long he will stay in his position.

According to Fitriah dkk (Fetriah & Herminingsih, 2023) an engaged worker will be committed to the goal, use all his abilities to complete the task, maintain his behavior while working, ensure that he has completed the task well according to the goal, and is willing to take corrective steps or evaluation if necessary. Furthermore (Kumar & Kapoor, 2020) (Worme, 2022) added that employee engagement has several advantages, namely increasing productivity, increasing profits, increasing efficiency, reducing turnover, reducing absenteeism, reducing fraud, increasing customer satisfaction, reducing work accidents, and minimizing employee complaints. Employees who are referred to as the determining element of the company's progress will certainly play a very important role as the company's mainstay in the future in facing market competition. Employees in realizing all of that must first be able to have good engagement (Suhardoyo, 2022)

This employee engagement crisis shows that there is a gap between the reality that occurs and the company's expectations, that employees should be able to maximize their potential and do their jobs well. Internal employee engagement is needed to make all of that happen, but in reality, what is found is that most employees underestimate their work. Many employees do not work according to the company's standard operating procedures (SOP), employees work as they please, employees do not pay attention to the SOP in each of their work divisions and many employees do not understand the SOP of their respective divisions. This can result in the results of their work not being able to achieve the targets or standards set by the company. The above problems can be found in KBN Cakung employees. Observations made by researchers from January 31, 2022, there were employees of the General Unit during working hours, and employees were found busy opening Facebook and Twitter accounts. Some employees play games at their respective computer desks. Employees spend a lot of their working time playing, not doing their jobs properly. The enthusiasm of the employees seems very low towards their work; employees do not fully concentrate on their work.

Violations committed by these employees have occurred frequently, according to data obtained by researchers from the security department in each company that employee violations in 2022 showed that 65% of employee violations were in the form of violations of being late for work, 15% violations of completeness in clothing, 10% violations of not coming to work without permission and 10% violations of playing truant when working hours are in progress. In addition to conducting observations and interviews, researchers also conducted a preliminary study. The preliminary study was conducted by researchers on February 4, 2023, by giving a questionnaire containing 12 items related to the theory of employee engagement to 30 employees, with the results showing that out of 30 employees, 3 people had high employee engagement (work engagement) and 27 employees had low employee engagement (work engagement), this is contrary to the expectation that employees should have high work engagement and can work with sincerity and bring out their maximum abilities for the company.

Support from superiors (super Less than optimal supervisory support is one of the factors that affect employee commitment and employee engagement in the company to be low. With low superior support, employees will not be able to complete their work properly and correctly. According to (Villar & Guevara, 2025), supervisory support refers to a system of shared understanding held by members of an organization that distinguishes the organization from other organizations that receive support. Meanwhile, according to (Platania et al., 2025) supervisory support is a form of assumption that is owned, and implicitly accepted by the group, and determines how the group feels, thinks, and reacts to a diverse environment. In supporting the commitment of an organization, the role of a superior who is also a leader cannot be ignored. The effectiveness of an organization is determined by the role of a guiding leader who will always support in achieving the goals, vision, and mission of an organization that has been set (Rawis et al., 2024). The influence of a leader can provide social effects in the form of a personal approach, authentic style, and two-way communication. A leader provides direction to his subordinates and instructions to his subordinates so

that later his followers can accept and implement the goals and objectives of a company. A leader in a company is an individual who sets targets and motivates to achieve the targets and goals of an organization.

Currently, workers in a company are facing changes in empowerment for each employee to work according to their abilities, which if the employee is unable to complete their work will have an impact on the workload, increase pressure that requires better job skills and long working hours (Valtonen et al., 2025). These pressures ultimately have an impact on job stress from the demands of workers from a company which will always be an obstacle in completing work (Yehuda & Yoyo, 2025). Employee engagement in the organization has direct implications for several outcomes of a company. Employee engagement is a phenomenon that can provide various changes in a company. (Nanda, 2024) stated that the attitude of employees towards the organization where they work is a commitment. This is also stated explicitly by (Dara & Meliana, 2022) who argue that organizational engagement is an individual attitude that identifies themselves with the goals of the organization in which they work (Lisá et al., 2021).

2. RESEARCH METHOD

The population in this study was all staff of the export-import division in the industry in the Cakung Nusantara bonded zone, totaling 143 staff of the export-import division spread across eleven industries, namely five garment industries. The number of samples determined was 100 people based on the Slovin approach (Sugiyono., 2022). The selection of samples in this study used random sampling and then proportional stratified random sampling. The data analysis method used was path analysis which was used to estimate the causal relationship between variables that had been previously determined based on theory. In this study, purposive sampling was ensured that the selected respondents had at least one year of relevant experience and direct involvement in the organizational context under study. Specifically, the sample consisted of employees involved in export-import operations who regularly interact with supervisors and face job demands related to coordination, decision-making, and workload management. This criterion is important because this study investigates constructs such as supervisor support, empowerment, job stress, organizational commitment, and work engagement, which can be more accurately assessed by employees who directly experience these conditions. Therefore, purposive sampling was deemed appropriate for obtaining more relevant and reliable data that reflect the actual dynamics of the organization under study (Iddagoda et al., 2025).

This study combined cluster sampling and proportionate stratified sampling. The first stage used cluster sampling, where the population was grouped into several clusters based on specific units or groups, and then clusters were selected that represented the population.

In the second stage, proportionate stratified sampling was used on the selected clusters, where respondents were grouped into several strata based on specific characteristics, and then samples were drawn proportionally according to the number of members in each stratum. This approach was used to ensure the sample was more representative of the study population structure (Khalid, 2024).

The independent variables measured in this study consisted of 5 variables, namely superior support (X1), empowerment (X2), and Job stress (X3); the dependent variables consisted of work commitment (Y1) and employee engagement (Y2). Figure 1 The complete research model is described as follows.

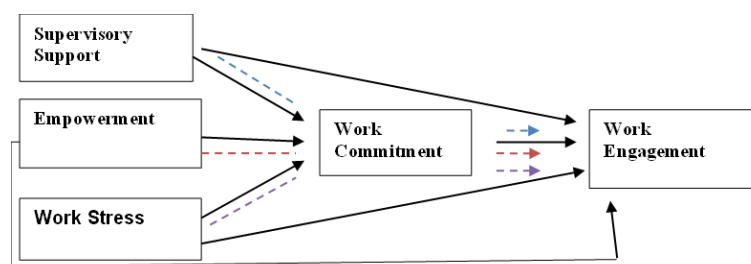


Figure 1. Research Model

3. RESULTS AND DISCUSSION

3.1. Results

Characteristics of Respondents The number of export-import employees is quite large, which is 100 people. The characteristics of the respondent population in this study are distinguished based on gender, education, and length of service. More comprehensively regarding the description of respondents in this study, namely those characterized by the research sample of employees in the industry in the Cakung Nusantara Bonded Zone occupy the largest proportion, which is around 68%, women are 68, 32% are 32, while men. High school education level is 40% is 40, D-3 is 25% is 25 while S1 is around 35% is 35, and

finally the length of service between 2-5 years is 15% is 15, the length of service 6-10 years is 24% is 24 while the most are with a proportion of 61% is more than 10 years is 61 So from this it is taken as a sample of all. So based on the calculations, the results obtained are in Table 1.

Table 1. Part Analysis Result

Independent Variable	Intervening Variable	Dependent Variable	t	P	Direct Effects	Indirect Effects	Total Effects
Supervisory Support (X1)	(Y1)	-	2,538	0,015	0,226	0,155	0,289
	(Y1)	(Y2)	3,844	0,000	0,254		
Empowerment (X2)	(Y1)	-	7,290	0,000	0,570	0,153	0,591
	(Y1)	(Y2)	6,246	0,000	0,428		
Work stress (X3)	(Y1)	-	-6,173	0,032	-0,569	-0,145	-0,485
	(Y1)	(Y2)	-5,876	0,000	-0,440		
-	(Y1)	(Y2)	4,123	0,000	0,396	-	-

Source: data processing results, 2023

3.1.1. Path Analysis Based on Direct Effect

a. Supervisory Support variable on Work Commitment

Based on Table 1 the direct relationship between supervisor support and employee commitment is obtained by a t-count value of 2.538. The value of the p column (table 1.3) is $0.015 < 0.05$ and the t-count value of $2.538 > 1.660$ (table t value) is accepted and H_0 so that Hypothesis 4 (H_4) is accepted which means that the path analysis coefficient is significant. The magnitude of the path coefficient of the supervisory support variable on employee commitment is 0.226. Supervisory support has a strong level of relationship with each increase or increase of 1 unit of supervisory support will be able to increase 0.226 units of work commitment directly.

b. Supervisory Support Variable on Work Engagement

Based on Table 1, the direct relationship between supervisory support and work engagement is obtained by a t-count value of 3.844. The value of the p column (table 1.4) is $0.000 < 0.005$ and the t value is $3.844 > 1.660$ (t-table value). So H_1 is accepted and H_0 is rejected so that hypothesis 1 (H_1) is accepted which means that the path analysis coefficient is significant. The magnitude of the path coefficient of the supervisory support variable on work engagement is 0.254. Based on the results of the path analysis, a strong direct influence value was found between supervisory support on work engagement so that every increase of 1 unit of supervisory support can increase work engagement by 0.254 units of work engagement directly.

c. Empowerment Variable on Work Commitment

Based on the results of the analysis in Table 1, there is a direct relationship between the empowerment variable and work commitment, the t value is 7.290. The value of the p column (Table 1) is $0.000 < 0.05$, and the t value is $7.290 > 1.660$ (t-table value) so H_1 is accepted and H_0 is rejected so that Hypothesis 2 is accepted which means that the path analysis coefficient is significant. The magnitude of the path coefficient of the empowerment variable on work commitment is 0.570. The effect of empowerment on work commitment can be seen to have a strong level of relationship, namely that every increase of 1 unit of empowerment can increase 0.570 units of work commitment directly.

d. Empowerment variable on Work Engagement

Based on the results of the analysis in Table 1. there is a direct relationship between the empowerment variable and work engagement, the t value is 6.246. The value of the p column (Table 1) is $0.000 < 0.05$, and the t value is $6.246 > 1.660$ (t-table value) so H_1 is accepted and H_0 is rejected so that Hypothesis 2 (H_6) is accepted which means that path analysis coefficient is significant. The magnitude of the path coefficient of the work empowerment variable on work engagement is 0.428. The effect of work empowerment on work engagement can be seen to have a strong level of relationship, namely, every increase of 1 unit of work empowerment will be able to increase 0.428 units of work engagement directly.

e. Work Stress Variable on Work Commitment

Based on the results of the analysis in Table 1. there is a direct relationship between work stress and organizational commitment, the calculated t-value is -6.173. The value of the p column (Table 1) is $0.032 < 0.05$, so H_1 is accepted and H_0 is rejected so that Hypothesis 6 (H_6) is accepted, which means that the path analysis coefficient is significantly negative. The magnitude of the path coefficient of the work stress variable

on work commitment is -0.569. This can be seen that the level of causal relationship is that every increase of 1 unit of work stress can directly reduce -0.569 units of work commitment.

f. Work Stress Variable on Wok Engagement

Based on the results of the analysis in Table 1, the direct relationship between work stress and work engagement is obtained with a calculated t-value of -5.876. The value of the p column (Table 1) is $0.000 < 0.05$, so H1 is accepted and H0 is rejected so that hypothesis 3 (H3) is accepted which means that the path analysis coefficient is significantly negative. The path coefficient of the work stress variable on work engagement is -0.440. This means that the level of strong relationship is that every 1 unit increase in work stress can directly reduce 0.440 units of work engagement.

g. Work Commitment variable on Work Engagement

Based on the results of the analysis in Table 1, the direct relationship between work commitment and work engagement obtained a t-count value of 4.000. The value of the p column (Table.1) is $0.000 < 0.05$ and the t-count value is $4.123 > 1.660$ (t-table value), so H1 is accepted and H0 is rejected so that hypothesis 7 (H7) is accepted which means that the path analysis coefficient is significantly positive. The magnitude of the path coefficient of the work commitment variable on work engagement is 0.396. It can be seen that the level of strong relationship where every 1 unit increase in work commitment will be able to increase 0.396 units of work engagement directly.

3.1.2. Path Analysis Based on Indirect Effects

a. Supervisory Support variable on Work Engagement through Work Commitment

Based on the results of the analysis in Table 1, the effect of the supervisor support variable on work engagement through commitment is 0.155, so there is an indirect positive effect between the supervisory support variable on work engagement through work commitment. For the indirect effect of the supervisor support variable on work engagement through commitment, it can be described that every increase of 1 unit of supervisory support can increase 0.155 units of work engagement indirectly through commitment.

b. Empowerment variable on Work Engagement through Work Commitment

Based on the results of the analysis in Table 1, the effect of the empowerment variable on work engagement performance through work commitment is 0.153, so there is an indirect positive effect between the empowerment variable on work engagement through work commitment. Thus, there is an indirect relationship where the empowerment variable is influenced by the work engagement variable through the work commitment variable has an indirect effect where every increase of 1 unit of empowerment can increase 0.153 units of work engagement indirectly through work commitment.

c. Work Stress variable on Work Engagement through Work Commitment

Based on the results of the analysis in Table 1, the effect of the work stress variable on work engagement through work commitment is - 0.145, so there is an indirect negative effect between the work stress variable on work engagement through work commitment. The relationship between work stress and work engagement through work commitment can be described that if there is an increase of 1 unit of work stress, it can reduce - 0.145 units of work engagement indirectly through work commitment.

3.1.3. Path Diagram for The Model

The overall calculation results between variables that describe the empirical causal relationship between variables X1, X2, and X3 to Y1 and Y2 can be seen in Figure 2 below. The figure shows the empirical causal relationship of the variables of superior support, empowerment, and work stress to work commitment and work engagement. A more complete description of the results of the research analysis can be described in Figure 2.

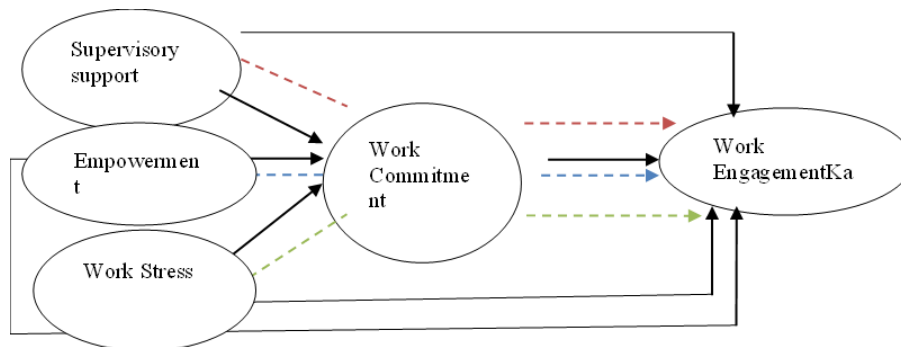


Figure 2. Empirical Causal Relationship of Variables

3.2. Discussion

3.2.1. Supervisory Support Variable on Work Commitment

An increase of one unit of t-value in the direct relationship of supervisory support will increase one unit of t-value in organizational commitment which has an impact on the implementation of effective supervisory support which will affect the commitment of the organization he leads. Supervisory support has an orientation towards employee development and capabilities so that it can improve their competence and realize a great commitment to the company where they work. Supervisory support will realize that the success of the organization he leads will be greatly determined by the success of the export-import staff in carrying out their duties. This is by the results of a study from (Rinda & Muzakki, 2021). Supervisory support has a positive and significant effect on organizational commitment with an R-Square value of 0.9123 (91.23%). As well as supervisor support, and working conditions have a positive and significant effect on affective commitment at the Fusia Restaurant, Surabaya.

3.2.2. Supervisory Support Variable on Employee Engagement

Supervisory support contributes 3.834 to lecturer performance, thus export import staff will feel ownership and pride in the company where they work. Literature studies that provide empirical exposure that supervisory support contributes directly to performance have been studied by (Rinda and Muzakki, 2021) where Supervisory support has a positive and significant effect on employee performance with an R-Square value of 0.8997 (89.97%) (Nafiudin & Anadari, 2022) support from superiors will have an impact that is easy to implement. So supervisory support greatly influences work engagement in companies in the Cakung Nusantara bonded zone.

3.2.3. Empowerment Variable on Work Commitment

Organizational commitment will increase along with the increasing influence of the empowerment variable. In this relationship, empowerment is worth 7.190 on organizational commitment. Export-import staff is the operationalization of the driving force of activities in the company. Employee empowerment is the most important thing as the main capital in an educational organization. This is by research (Atmaja & Puspitawati, 2018) employee empowerment has a positive influence on Organizational Commitment. This result is by his statement that employee empowerment has a positive and significant effect on Organizational Commitment in Amanusa Nusa Dua Hotel employees. This means that proper employee empowerment will increase employee organizational commitment.

3.2.4. Empowerment Variables on Employee Work Engagement

Empowerment of export-import staff has a positive influence on increasing work engagement by 6.146. The role of work empowerment has an impact on the ability of export-import staff employees to act professionally in carrying out their duties and responsibilities in their capabilities. Professional employees are those who master, follow developments, can develop, and are responsible for discipline and have the ability to interact with their work professionally, provide broad, deep, and up-to-date information containing elements of novelty needed by the community, create a conducive work atmosphere for the development of attitudes that create a careful and precise assessment system, monitoring, monitoring and evaluation that is measured validly (Herdiman & Tirtoprojo, 2024). This study succeeded in proving the significance of the influence of lecturer empowerment which will lead to work engagement. This has also been studied by several previous researchers who also stated that empowerment shows that empowering leadership behavior has a positive effect on work engagement ($\hat{f}^2 = 0.349$) (Mansoor Hussain, 2020).

3.2.5. Job Stress Variables on Employee Commitment

The job stress factor is also a problem in the organization. The results of the research analysis show that export-import staff employees have played their roles well by playing an effective and efficient role, which is a factor that minimizes the job stress of export-import staff in the company. If work stress is high, it will affect employee commitment so that many jobs are unable or even delayed. The next result is that the work piles up and increases. Research that is in line with this (Widiyana, 2021) states that work stress has a negative and significant effect on employee commitment. So that to reduce the workload that results in work stress, it must be maintained so that work stress does not increase and can maintain employee commitment. Research (Simamora et al., 2019) showed that work stress hurts organizational commitment.

3.2.6. Work Stress Variables on Employee Work Engagement

Each export import staff employee works according to their role in the company, meaning that each employee has a group of tasks that must be carried out according to existing rules by existing operating standards and guideline procedures. The results of the research analysis show that export-import staff have played their roles well by playing an effective and efficient role, which is a factor that minimizes employee job stress. For this reason, it is necessary to manage work stress for export import staff in the company properly so that it does not decrease and cause work stress. With a high work demand influence value, work stress is -5.876 on employee work engagement, so that work stress experienced by employees can be

inversely proportional to employee performance. Literature reviews discussing the topic of job stress that has a direct effect on work engagement have also been studied by several previous researchers who discussed the topic of job stress that has direct effect on employee work engagement has been studied by (Pranitasari et al., 2021) Work stress hurts employee work engagement at PT Pos Indonesia North Jakarta by -6.3%.

3.2.7. Employee Commitment Variables to Work Engagement

This study also examines the organizational commitment of export-import staff which contributes that with the organizational commitment of export-import staff, it will be able to provide direct implications for several outcomes of an educational organization. Empirical studies that discuss the topic of organizational commitment studies that have a direct effect on employee performance engagement have been studied, among others (Yusnita & Megawati, 2021) affective commitment has a positive and significant effect on work engagement. So, to provide high commitment, it needs to be supported by maximum work engagement as well.

3.2.8. Supervisory Support Variable on Work Engagement Through Employee Commitment

The influence given by supervisory support on work engagement through commitment is said to be quite good based on the indirect effect value of 0.155. This indirect influence can create feelings of trust, pride, and the ability of export-import staff employees to achieve the best work engagement and realize trust in supervisory support. These results are by research conducted by (Herdiman & Tirtoprojo, 2024).

3.2.9. Empowerment Variable on Work Engagement Through Work Commitment

The indirect effect value of empowerment on work engagement through commitment shows a strong and significant influence. Empowered export import staff have a sense of self-determination, namely being free to determine choices about how to do their work. Through organizational commitment, an employee will feel the harmony between personal goals and the organization which leads to increased commitment. These results are from research conducted by (Lie & Sitabuana, 2022).

3.2.10. Work Stress Variable on Employee Commitment Through Work Engagement

The direction of the negative relationship indicates that the greater the work stress will result in decreased or reduced performance and commitment, and vice versa. Low stress levels will affect the improvement of the physical and psychological condition of a staff which also affects performance. Research (Aveline & Kumar, 2017) shows that work stress affects organizational work engagement and the relationship is through organizational commitment. These results are also supported by research (Bakker et al., 2010) which found that there is a significant relationship between work stress and organizational commitment, and showed that organizational commitment has a significant effect on employee work engagement. (Hidayat & Zaini, 2017) proved that organizational commitment and work engagement influence work engagement.

3.2.11. Implications of the findings

Based on research findings, organizations need to actively improve the quality of supervisor support and strengthen employee empowerment in an effort to increase employee commitment and engagement (Astawa et al., 2023).

First, organizations can encourage increased supervisor support by developing leadership competencies that focus on interpersonal communication, providing constructive feedback, and the ability to provide emotional and instrumental support to subordinates. Leadership training programs for supervisors can also be designed to increase sensitivity to employee needs and the ability to create a supportive work environment.

Second, employee empowerment strategies can be implemented by providing greater employee participation in decision-making processes related to their work. This can be realized through involving employees in team discussions, granting autonomy in completing tasks, and recognizing employee contributions and innovative ideas.

Third, organizations also need to manage work stress levels through policies that support work-life balance, more proportional workload management, and providing psychological support or counseling for employees experiencing work stress. These efforts are crucial to ensure that work stress does not hinder the development of optimal work commitment and engagement.

By implementing these strategies systematically, organizations can not only improve employee well-being but also strengthen work commitment which will ultimately have a positive impact on the level of work engagement and overall organizational performance.

Work commitment is operationally defined as an individual's level of psychological attachment to an organization and their willingness to remain a member of the organization and contribute to achieving its goals. This variable is measured through three main dimensions: affective commitment (emotional attachment and pride in the organization), normative commitment (a sense of moral obligation to remain with the organization), and continuance commitment (consideration of the consequences or costs of leaving the organization). These three dimensions were measured using Likert-type questionnaire items, including a

sense of belonging to the organization, loyalty, willingness to contribute more, and the desire to remain employed long-term (Sanjaya et al., 2025).

The independent variables in this study included supervisor support, empowerment, and job stress. Supervisor support was measured through indicators such as superior attention to employee needs, assistance in completing work, and provision of feedback. Empowerment was measured through levels of job autonomy, decision-making opportunities, and organizational confidence in employee abilities. Meanwhile, job stress was measured through indicators of job pressure, excessive workload, and role conflict at work.

Work engagement, as the dependent variable, is operationalized through three main dimensions: vigor (energy and enthusiasm for work), dedication (enthusiasm and pride in one's work), and absorption (level of involvement and full concentration in one's work).

In this research model, work commitment acts as a mediator, mediating the influence of supervisor support, empowerment, and job stress on work engagement. High levels of supervisor support and empowerment are expected to increase work commitment, thus increasing work engagement. Conversely, high levels of job stress have the potential to decrease work commitment and ultimately reduce work engagement.

4. CONCLUSION

Based on the results of the path analysis, it was obtained that Supervisory support has a direct impact on organizational commitment and work engagement, these results are expected so that leaders should focus more attention on factors that can affect work engagement both directly and indirectly, especially focusing on supervisory support. In the organization and operations of the company, it is necessary to improve the condition of supervisory support by formulating and providing more effective solutions if there is an indication of a decrease in work commitment and work engagement in the company. Furthermore, empowerment has significant results so it is necessary to develop and empower employees to be able and willing to work according to their abilities. Work stress directly has a significant and negative impact on work commitment and work engagement so it should be prioritized in handling this so that it will be able to improve employee competence and expertise without the burden of work stress. Based on the results of this study, it can be obtained that the variables of supervisory support, empowerment, and work stress have a direct significant effect on work commitment and have an impact on employee work engagement in the export-import staff section. And have an indirect impact between supervisory support and empowerment on work engagement through work commitment, while work stress has a negative indirect effect on work engagement through work commitment on the export-import staff of the company in KBN Cakung Jakarta. This study concludes that supervisory support and employee empowerment play a significant role in strengthening organizational commitment and work engagement among export-import staff, while job stress has a negative impact on these outcomes. These findings highlight the importance of creating a supportive work environment and effective supervisory practices to maintain positive employee attitudes and performance.

From a practical perspective, organizations should enhance supervisory support through effective communication, regular feedback, and recognition of employee contributions. In addition, empowering employees by providing greater autonomy and involvement in work-related decision-making can strengthen their engagement and commitment. Organizations should also implement strategies to manage workload and reduce job stress to ensure a healthier and more productive work environment. These interventions can help organizations translate the study's findings into practical improvements in employee well-being and organizational performance.

However, this study has several limitations. First, it used data based on respondents' perceptions through questionnaires, which could potentially introduce subjective bias. Second, the sample size was limited to a specific unit or organization, requiring caution in generalizing the results. Third, the research model only included a few key variables, thus not fully reflecting other factors that may influence work engagement.

Therefore, future research is recommended to expand the sample size to different organizations or sectors, add other relevant variables, and employ more diverse methodological approaches, such as longitudinal or mixed methods approaches. These efforts are expected to provide a more comprehensive understanding of the factors influencing work engagement in organizations.

ACKNOWLEDGEMENTS

Thank you to the journal International Journal of Management Science and Information Technology (IJMSIT), for publishing this article. And thank you to our university, Bina Sarana Informatika University and fellow export import staff in the Cakung industrial area who have been willing to provide support for our journal. Thank you.

REFERENCES

- Ahmad Hidayat, Zaman Zaini, (2017), "Factors Affecting Teacher Performance at Junior High Schools in DKI Jakarta, Indonesia", *International Journal of Science and Research (IJSR)*, 6(11), 203-208. <https://dx.doi.org/10.21275/ART20177855>
- Ahmed, S. K. (2024). How to choose a sampling technique and determine sample size for research: A simplified guide for researchers. *Oral Oncology Reports*, 12. <https://doi.org/10.1016/J.Oor.2024.100662>
- Albrecht, S. L., Furlong, S., Leiter, M. P., Lacap, J. P., & Albrecht, S. L. (2023). The Psychological Conditions for Employee Engagement in Organizational Change: Test of A Change Engagement Model. *Frontiers In Psychology Introduction*, January, 1–11. <https://doi.org/10.3389/Fpsyg.2023.1071924>
- Astawa, K., Armoni, N. L. E., & Suardani, A. A. P. (2023). The importance of supervisor support to improve employee performance and retention in 5-star hotels in Bali. *Technium Soc. Sci. J.*, 47, 240. DOI:10.47577/tssj.v47i1.9466
- Atmaja, N. P. C. D., & Puspitawati, N. M. D. (2018). Effect of physical work environment through productivity employees job satisfaction as an intervening variable. *International Journal of Business, Economics and Law*, 17(5), 98-104.
- Aveline, S., & Kumar, R. M. (2017). Employee engagement and effects of work life balance in software industries in Chennai. *International journal of pure and applied mathematics*, 116(22), 459-466.
- Bakker, A. B., Veldhoven, M. Van, & Xanthopoulou, D. (2010). Beyond The Demand-Control Model Thriving on High Job Demands and Resources. *Journal Ofpersonnel Psychology*, 9(1), 3–16. <https://doi.org/10.1027/1866-5888/A000006>
- Cachon-Rodríguez, G., Blanco-Gonz, A., Prado-Rom, C., & Del-Castillo-Feito, C. (2022). How Sustainable Human Resources Management Helps in The Evaluation and Planning of Employee Loyalty and Retention: Can Social Capital Make a Difference? *Evaluation And Program Planning*, 95(May). <https://doi.org/10.1016/J.Evalprogplan.2022.102171>
- Dara, S. R., & Meliana, V. (2022). Pentingnya Membangun Ekonomi Kreatif di Era Pandemi. *ABDIMAS Jurnal Pengabdian Kepada Masyarakat*, 3(1), 28-30. <https://doi.org/10.53008/abdimas.v3i1.226>
- Fetriah, D., & Herminingsih, A. (2023). The Effect of Perceived Organizational Support, Work Motivation, And Competence on Employee Performance Mediated by Employee Engagement. *Donasti International Journal of Manajemen Science (DIJMS)*, 5(1), 22–33. <https://doi.org/10.31933/Dijms.V5i1>
- Goyette, M., Mann-Feder, V., Turcotte, D., & Grenier, S. (2016). Youth empowerment and engagement: an analysis of support practices in the youth protection system in Québec. *Revista Española de Pedagogía*, 74(263), 31–49. <http://www.jstor.org/stable/24711267>
- Harter, J. (2020). Employee Engagement Continues Historic Rise Amid Coronavirus. *Gallup*. Retrieved March, 11, 2022.
- Herdiman, H., & Tirtoprojo, S. (2024). The Influence of Psychological Empowerment on Work Engagement with The Mediating Role of Organizational Commitment in Wera Community Health Center Employees. *International Journal of Management Science and Information Technology*, 4(1), 104-112. <https://doi.org/10.35870/ijmsit.v4i1.2676>
- Hussain, M., & Gulzar, A. (2020). Interactive Effect of Work Place Spirituality and Job Autonomy with Organizational Based Self -Esteem on Organizational Learning Culture. *International Journal of Psychosocial Rehabilitation*, 24(6), 793-807. <https://doi.org/10.61841/twe9na09>
- Iddagoda, S. L., Jayakodi, C., Jayakodi, I., Umanga, I., Karunarathna, N., & Dayapathirana, N. (2025). Exploring female participation and challenges in the Sri Lankan logistics sector: A qualitative inquiry. *Social Sciences & Humanities Open*, 12. <https://doi.org/10.1016/J.Ssaho.2025.102321>

- Kumar, A., & Kapoor, S. (2020). Employee engagement amidst COVID-19 pandemic: A challenge or opportunity for Indian organizations. *International Journal of Advanced Science and Technology*, 29(9), 1980-1987.
- Lie, J., & Sitabuana, T. H. (2022). Hak Pekerja Tidak Tetap (Outsourcing). *PROSIDING SERINA*, 2(1), 181-190. <https://doi.org/10.24912/pserina.v2i1.18528>
- Lisá, E., Greškovičová, K. & Krizova, K. The perception of the leader as an attachment figure: can it mediate the relationship between work engagement and general/citizenship performance? *BMC Psychol* 9, 196 (2021). <https://doi.org/10.1186/s40359-021-00700-9>
- Nafiudin., & Andari. (2022). Pengaruh compensation satisfaction and supervisory support terhadap engagement karyawan (Studi pada karyawan Perusahaan manufaktur di Provinsi Banten). *Jurnal Manajemen*, 12(1), 76-85. <https://doi.org/10.30656/jm.v12i1.4748>
- Nanda, N. (2024). Impact Of Employee Engagement on Organizational. *International Journal of Progressive Research in Engineering Management and Science (IJPREMS)*, 4(9), 1132–1137.
- Platania, S., Maggio, C., & Boccadamo, M. (2025). The Impact of Diversity Inclusion Practices in the Workplace Context: The Effect of Inclusive Leadership. *European Journal of Investigation in Health, Psychology and Education*, 15(7), 121. <https://doi.org/10.3390/ejihpe15070121>
- Pranitasari, D., & Kusumawardani, C. R. W. (2021). Pengaruh stress kerja dan lingkungan kerja terhadap keterlibatan kerja dan etika kerja. *Media Manajemen Jasa*, 9(1). <https://doi.org/10.52447/mmj.v9i1.4970>
- Pratiwi, A. R., & muzakki Muzakki, M. (2021). Perceived organizational support terhadap komitmen organisasi dan kinerja karyawan. *Jurnal Ilmiah Manajemen Dan Bisnis*, 22(1), 111-120. <https://doi.org/10.30596/jimb.v22i1.5282>
- Rawis, J. A., Tambingon, H. N. ., & Lengkong, J. S. . (2024). The Role Of Leadership In Improving The Engagement And Productiv-ity Of Human Resources In Educational Institutions. *Eduvest - Journal of Universal Studies*, 4(10), 9654–9660. <https://doi.org/10.59188/eduvest.v4i10.38827>
- Sanjaya, B., Susita, D., & Buchdadi, A. D. (2025). The Effect Of Supervisor Support And Work Engagement On Innovative Work Behavior Of Government Statisticians. *Journal Of Information Systems Engineering And Management*, 10(208), 802–812. <https://doi.org/10.52783/jisem.v10i20s.3246>
- Simamora, T. V., Mustika, M. D., & Sjabadhyni, B. (2019). Effects of flexible work arrangements on ethical decision makign: Job satisfaction as a mediator. *Jurnal Psikologi Talenta*.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. Alfabeta.
- Suhardoyo, S. (2022). Pengelolaan Loyalitas Kerja, Stres Kerja Dan Supervisor Support Dalam Meningkatkan Produktivitas Kerja Karyawan Pada Masa Pandemi Covid 19. *Procuratio: Jurnal Ilmiah Manajemen*, 10(1), 74-85. <https://doi.org/10.35145/procuratio.v10i1.1889>
- Tan, M., & Le, Q. (2019, May). Efficientnet: Rethinking model scaling for convolutional neural networks. In *International conference on machine learning* (pp. 6105-6114). PMLR.
- Valtonen, A., Saunila, M., Ukko, J., Treves, L., & Ritala, P. (2025). AI and employee wellbeing in the workplace: An empirical study. *Journal of business research*, 199. <https://doi.org/10.1016/j.jbusres.2025.115584>
- Villar, C., & Guevara, R. (2025). Perceived Organisational Support As A Mediator Between Green Organisational Culture And Organisational Commitment : Evidence From Manufacturing Firms In Peru. *Sage Open*, 2(2), 1–16. <https://doi.org/10.1177/21582440251357698>
- Widiyana, E. O. (2021). Pengaruh Stres Kerja, Beban Kerja, Konflik Kerja dan Kompensasi Terhadap Komitmen Kerja Karyawan PT Intidragon Suryatama Mojokerto. *Jurnal Ilmu Manajemen (BION)*, 1(1), 33-42.

- Worme, K. R. (2023). Corporate governance—a comparative analysis of the approach to corporate governance regulation and enforcement in the UK and the US. Liverpool John Moores University (United Kingdom).
- Yehuda, M., & Yoyo, T. (2025). A The Effect of Job Pressure, Task Complexity, and Work Motivation on Employee Performance with Resilience Ability as a Moderator. *Primanomics : Jurnal Ekonomi & Bisnis*, 23(2), 199–214. <https://doi.org/10.31253/pe.v23i2.3620>
- Yusnita, E., & Megawati. (2021). Terhadap Keterikatan Kerja Dengan Komitmen Afektif Sebagai Variabel Mediasi (Studi Pada Perawat Rumah Sakit Umum Daerah Meuraxa Kota Banda Aceh). *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, 3(1), 94–104.