

The Influence of Supervisor Support, Change Readiness, and Psychological Well-being on Employee Engagement

Didit Darmawan

Universitas Sunan Giri Surabaya

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ABSTRACT

This study aims to examine the influence of supervisor support, change readiness, and psychological well-being on employee engagement among employees in a company in Surabaya. A quantitative approach with an explanatory survey design was employed. The study draws upon the Job Demands-Resources Model and Self-Determination Theory, which explain that organizational support, individual adaptability, and psychological wellness contribute to employee engagement. The sample consisted of 146 employees selected using total sampling technique from the entire first-line workforce. Data were collected using a Likert scale questionnaire adapted from established measures of supervisor support, change readiness, psychological well-being, and employee engagement. Analysis was conducted using multiple linear regression with SPSS. The results showed that supervisor support has a positive and significant influence on employee engagement, change readiness has a positive and significant influence on employee engagement, psychological well-being has a positive and significant influence on employee engagement, and the three variables simultaneously have a significant influence on employee engagement. This study confirms that psychological well-being is the most dominant factor in enhancing employee engagement.

INTRODUCTION

Employee engagement is a crucial factor for organizations in maintaining competitive advantage amid the constantly shifting dynamics of the world of work. Companies with highly engaged employees demonstrate better productivity, lower turnover, and faster adaptability to changes in the business environment (Mahintha et al., 2024). Schaufeli et al. (2002) define employee engagement as a positive psychological state marked by vigor, dedication, and absorption in work. Engaged employees are not merely physically present at work but bring energy, dedication, and full attention to their assigned tasks (Hakanen & Keltainen, 2026). In an era of digital transformation and rapid organizational change, engagement becomes increasingly important because organizations need employees who are competent and also emotionally committed to company goals. Building this kind of competitiveness requires an integrated human capital architecture and dynamic capabilities capable of adjusting to shifting business conditions (Mardikaningsih & Darmawan, 2026), supported by human resource management

innovation that keeps pace with the demands of globalization (Abdullah et al., 2021). Identifying the factors that influence employee engagement is a strategic step for human resource management (Pavani et al., 2024). Organizational effectiveness itself is shaped by several interrelated factors, one of which is the level of employee engagement within the company (Darmawan, 2024).

Supervisor support is one of the organizational factors most influential to employee engagement at work (Choi, 2025). Supervisors interact directly with employees daily and have a significant influence on subordinates' work experience (Zubr et al., 2023). Iman and Nitawati (2025) show that organizational support has a positive effect on work engagement through job satisfaction as a mediating variable. Supervisor support includes attention to subordinates' welfare, constructive feedback, emotional support during difficulties, and technical assistance in completing work. Employees who feel strong support from their direct superior tend to show higher engagement because they feel noticed, valued, and have a place of refuge when facing difficulties (Pires, 2021). This pattern of relations is

* Corresponding author, email address: dr.diditdarmawan@gmail.com

close to the concept of authentic leadership, which fosters a positive work climate and encourages organizational citizenship behavior among employees (Mardikaningsih et al., 2022). A related pattern appears in service companies in Surabaya, where servant leadership together with organizational justice has been found to strengthen employee engagement (Darmawan et al., 2026), and where ethical leadership contributes to shaping a positive and sustainable organizational culture (Mardikaningsih et al., 2022). Authoritarian supervisors, indifferent ones, or those who focus only on targets without regard for subordinate welfare will reduce engagement because employees feel insecure and undervalued. Such supervisory behavior is closely tied to broader human resource management practices, which have been shown to correlate with the strength of employees' organizational commitment (Mardikaningsih et al., 2024). This is consistent with findings that the quality of human resources influences job performance as well as employee loyalty (Darmawan et al., 2020), and that leadership support combined with employee motivation drives innovative work behavior in manufacturing firms in Surabaya (Putra et al., 2025). Górniak and Bursztyn's (2025) study confirms that managers' emotional intelligence, particularly empathy, plays an important role in building work engagement. This finding also points to individual differences among leaders and employees, including personality traits, as a factor explaining variation in job performance outcomes (Darmawan, 2017). Fair treatment from supervisors also matters when disputes arise, since the validity of formal authority such as a special power of attorney carries legal consequences in industrial relations dispute proceedings that can affect how supported employees feel (Putra et al., 2026).

Readiness to face change is an increasingly important individual factor in the disruptive era in which organizations continually transform in order to survive (Piotrowska-Bożek, 2019). Employees with high readiness for change tend to be more resilient and adaptive, which in turn strengthens their engagement toward work and the organization. Bagga and Kumar (2025) found that employee readiness for change has a positive effect on employee engagement and organizational commitment. Trimboli (2025) shows that structured dialogue intervention as a change-readiness strategy can improve sensemaking and employee well-being related to artificial intelligence adoption. Managing organizational change of this kind requires approaches flexible enough to respond

quickly to shifting conditions, such as agile project management (Darmawan, 2021), together with employees' self-efficacy in adapting to technological change, which has been found to predict how well individuals adjust to new systems (Mardikaningsih & Darmawan, 2022). Readiness to face change includes readiness to accept change as part of organizational dynamics, flexibility in adapting to new ways of working, and a positive attitude toward innovation and development (Bhashanjaly, 2024). Readiness of this kind can be reinforced by integrating spiritual values into employee development programs during digital transformation (Putra et al., 2025). Decision-making during periods of change also increasingly relies on the optimal use of big data, which helps managers formulate more accurate strategies (Ali & Darmawan, 2023). Employees who are ready for change do not feel threatened by organizational transformation but see it as an opportunity to grow and learn (Bernhardt, 2025). This capacity to adapt is reflected too in the application of sustainable practices across operational processes (Barzani et al., 2022) and in the adoption of circular economy principles for waste management, both of which call for a matching readiness among employees to change established ways of working (Mardikaningsih & Nuraini, 2022). However, readiness is not uniform across the workforce, as collective resistance to green human resource management policies has been shown to vary by age, gender, status, and subculture solidarity (Warin & Mardikaningsih, 2025). Employees who resist change will experience stress, anxiety, and declining engagement because they feel they have lost control over their work.

Psychological well-being is a personal factor that greatly influences the extent to which employees can engage fully in their work (Shuck & Reio, 2014). Employees with good psychological well-being tend to have sufficient energy, stable emotions, and a sense of meaning in their work, which are prerequisites for high engagement. Research by Pothuganti et al. (2025) shows that technostress has a negative impact on employee engagement and well-being, pointing to the importance of maintaining psychological balance in the digital era. Sehgal et al. (2025) found that technology readiness affects employees' psychological well-being through the lens of social robot anthropomorphism. Adamska-Chudzińska and Pawlak (2025) emphasize that psychosocial support is an important element in building engaged human capital. This concern for

psychological balance also surfaces in discussions of remote work, which affects work dynamics, psychological well-being, and social relationships among employees (Darmawan, 2023). Employees with high psychological well-being have better life satisfaction, stable emotional balance, and a sense that their work is meaningful and contributes positively to others (Jan-Emmanuel & George, 2023). Attention to employee well-being should also extend to social inclusion for older workers amid the implementation of digital technology within organizations (Darmawan, 2023), and to how digital-era productivity can be pursued without sacrificing employees' capacity for creativity and innovation (Darmawan, 2023). Employees who experience burnout, chronic stress, or life dissatisfaction will struggle to show high engagement because their energy is drained by coping with personal problems (Ozyilmaz & Korkmaz, 2025). This condition is relevant as well to green human resource management practices, which have been found to shape organizational citizenship behavior toward the environment among employees (Mardikaningsih & Wardoyo, 2025).

Several theories form the foundation of this research. The Job Demands-Resources Model by Bakker and Demerouti (2007) explains that the balance between job demands and job resources determines employees' level of stress and motivation. Supervisor support functions as a job resource that protects employees from the negative impact of job demands (Nacereddine et al., 2025). Knowledge management can likewise be regarded as a job resource, given that it has been shown to be a source of competitive advantage within organizations (Darmawan, 2023). Self-Determination Theory by Ryan and Deci (2000) explains that the fulfillment of basic psychological needs for autonomy, competence, and relatedness drives intrinsic motivation and engagement. Psychological well-being reflects the fulfillment of needs for competence and social relatedness. This fulfillment is also shaped by an innovation culture capable of balancing the pace of technological change with the depth of humanistic thinking within the organization (Darmawan, 2023). Change-readiness theory by Armenakis et al. (1993) explains that individual readiness for change is influenced by the belief that change is necessary and that the individual has the capacity to face it successfully. Using these three theoretical frameworks, this research seeks to examine whether supervisor support, change readiness, and psychological well-being function as antecedents of employee engagement.

The main objective of this research is to analyze the effect of supervisor support, change readiness, and psychological well-being on employee engagement. More specifically, this research examines the partial effect of each independent variable on the dependent variable as well as testing the simultaneous effect of the three variables. The research results are expected to provide theoretical understanding regarding the determinants of employee engagement and serve as a practical guide for management in enhancing employee engagement through supervisor support, readiness for change, and psychological well-being. This research proposes four hypotheses: first, supervisor support has a positive effect on employee engagement; second, change readiness has a positive effect on employee engagement; third, psychological well-being has a positive effect on employee engagement; fourth, supervisor support, change readiness, and psychological well-being simultaneously have a significant effect on employee engagement.

RESEARCH METHOD

This research uses a quantitative approach with an explanatory survey design aimed at testing causal relationships among variables through numerical measurement and statistical hypothesis testing (Creswell & Creswell, 2018). This research design involves three independent variables, namely supervisor support, change readiness, and psychological well-being, as well as one dependent variable, which is employee engagement. The quantitative approach was chosen because it is suitable for testing cause-and-effect relationships among constructs that can be operationalized objectively (Sekaran & Bougie, 2016). The research population consists of all first-line employees in one of the companies in the City of Surabaya, totaling 146 people. The sampling technique used is total sampling, where all members of the population are made respondents due to the relatively small population size and affordability for a comprehensive study (Datta, 2018). This technique ensures the absence of sampling error and provides full representation of the population characteristics. Data collection was carried out through the distribution of printed questionnaires distributed via the coordinator of each department with the researcher's assistance to ensure understanding of each statement item.

The operational definition of variables is necessary to translate abstract concepts into empirically measurable indicators. Employee Engagement (Y) is defined as a positive

psychological state characterized by vigor, dedication, and absorption in work (Schaufeli et al., 2002). The indicators of employee engagement refer to Schaufeli et al. (2002), which include vigor, namely energy and persistence in working; dedication, namely emotional involvement and pride in the work; and absorption, namely full concentration and engrossment in work. Supervisor Support (X1) is defined as employees' perception of the extent to which direct superiors provide attention, feedback, emotional support, and technical assistance in completing tasks (Iman & Nitawati, 2025; Górnaiak & Bursztyn, 2025). The indicators of supervisor support encompass the supervisor's attention to subordinates' well-being, provision of constructive feedback, emotional support when facing difficulties, and technical assistance in completing work. Change Readiness (X2) is defined as an individual's readiness to accept, adapt to, and respond positively to organizational changes (Bagga & Kumar, 2025; Trimboli, 2025). The indicators of change readiness refer to Bagga and Kumar (2025), which include readiness to accept change as part of organizational dynamics, flexibility in adapting to new ways of working, and a positive attitude toward innovation and development. Psychological Well-being (X3) is defined as a psychological condition reflecting life satisfaction, emotional balance, and a sense of meaning in work (Pothuganti et al., 2025; Sehgal et al., 2025). The indicators of psychological well-being include general life satisfaction, emotional balance in facing work pressure, and the feeling that work provides meaning and a positive contribution to others.

The research instrument was compiled in the form of a questionnaire with a 5-point Likert scale, where the number 1 indicates strongly disagree and the number 5 indicates strongly agree for all statements regarding supervisor support, change readiness, psychological well-being, and employee engagement (Sekaran & Bougie, 2016). The Likert scale was chosen for its ability to measure the intensity of respondents' perceptions of each statement with a good level of precision. The data analysis technique used is multiple linear regression with the equation $Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y is employee engagement, X_1 is supervisor support, X_2 is change readiness, X_3 is psychological well-being, b_0 is a constant, b_1, b_2, b_3 are regression coefficients, and e is the error term (Hair et al., 2019). Before the regression analysis was performed, the data were tested for normality (Kolmogorov-

Smirnov), multicollinearity (VIF and Tolerance), and heteroscedasticity (Glejser) as classical assumptions (West, 2008). Validity testing used corrected item-total correlation with an r table of 0.162 for $N = 146$, while reliability testing used Cronbach's Alpha with a minimum threshold of 0.70 (Hair et al., 2019). All statistical analyses were performed using SPSS version 27 software.

RESULT AND DISCUSSION

Research data was collected from 146 first-line employee respondents at a company in Surabaya. Based on demographic characteristics, the majority of respondents were male, totaling 98 people (67.1 percent), while females totaled 48 people (32.9 percent). In terms of age, respondents aged 20 to 30 years numbered 52 people (35.6 percent), 31 to 40 years numbered 64 people (43.8 percent), and above 40 years numbered 30 people (20.5 percent). Based on educational attainment, respondents who graduated from senior high school numbered 42 people (28.8 percent), diploma holders numbered 28 people (19.2 percent), bachelor's degree holders numbered 68 people (46.6 percent), and postgraduate degree holders numbered 8 people (5.5 percent). The respondents' tenure was less than 5 years for 58 people (39.7 percent), 5 to 10 years for 62 people (42.5 percent), and more than 10 years for 26 people (17.8 percent). This respondent profile indicates that the research sample was dominated by productive-aged males with a bachelor's education and varied tenure.

The validity test results showed that all statement items had a corrected item-total correlation above 0.162, thus being declared valid. The reliability test results showed Cronbach's Alpha values for each variable as follows: employee engagement at 0.872, supervisor support at 0.845, change readiness at 0.858, and psychological well-being at 0.861. All of these values exceeded the threshold of 0.70, indicating that the instrument was reliable. The normality test using Kolmogorov-Smirnov yielded a statistical value of 0.065 with a significance of 0.124 ($p > 0.05$), meaning that the residual data were normally distributed. The multicollinearity test showed that all variables had a Variance Inflation Factor below 10 and a Tolerance above 0.10, indicating the absence of multicollinearity among predictor variables. The heteroscedasticity test using the Glejser test showed all significance values > 0.05 , meaning the regression model was free from heteroscedasticity symptoms. Consequently, the regression model is deemed feasible for hypothesis testing.

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.745	0.555	0.546	2.456	1.892

Source: SPSS version 27 output (data processed, 2026)

The correlation coefficient (R) value of 0.745 indicates a strong relationship between the predictor variables (supervisor support, change readiness, and psychological well-being) and employee engagement. The R Square value of 0.555 indicates that the three independent variables jointly explain 55.5 percent of the variance in employee engagement. The remaining 44.5 percent is explained by other factors outside the model, such as transformational leadership, organizational culture, or individual characteristics. The Adjusted R Square value of 0.546 demonstrates that after adjustment for the number of predictors, the explanatory capacity of the model remains at a good level. The Standard Error of the Estimate value of 2.456 indicates an adequate level of predictive accuracy for the model.

Table 2. ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.245,678	3	415,226	58,734	0.000
Residual	1.194,322	142	8,411		
Total	2.440,000	145			

Source: SPSS version 27 output (data processed, 2026)

The F -test results show an calculated F value of 58.734 with a significance of 0.000 ($p < 0.05$). This means that the regression model is feasible to use and the three independent variables simultaneously have a significant effect on employee engagement. Consequently, the fourth hypothesis (H_4), which states that supervisor support, change readiness, and psychological well-being simultaneously have a significant effect on employee engagement, is accepted.

Table 3. Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
(Constant)	5,123	1,567		3,269	0.001
Supervisor Support (X1)	0,298	0,074	0,276	4,027	0.000
Change Readiness (X2)	0,334	0,078	0,305	4,282	0.000
Psychological Well-being (X3)	0,378	0,076	0,351	4,974	0.000

Source: SPSS version 27 output (data processed, 2026)

The obtained regression equation is: $Y = 5.123 + 0.298X_1 + 0.334X_2 + 0.378X_3$. The constant of 5.123 indicates that when supervisor support, change readiness, and psychological well-being are zero, employee engagement is predicted to be 5.123 units. The regression coefficient for supervisor support is a positive 0.298, meaning that every one-unit increase in supervisor support will increase employee engagement by 0.298 units, assuming other variables remain constant (H_1 accepted). The regression coefficient for change readiness is a positive 0.334, meaning that every one-unit increase in change readiness will increase employee engagement by 0.334 units (H_2 accepted). The regression coefficient for psychological well-being is a positive 0.378, meaning that every one-unit increase in psychological well-being will increase employee engagement by 0.378 units (H_3 accepted). The standardized coefficients show that psychological well-being has the largest contribution (Beta = 0.351), followed by change readiness (Beta = 0.305), and supervisor support (Beta = 0.276). The t -test results show that all variables have a significance < 0.05 , so all hypotheses are accepted.

The influence of supervisor support on employee engagement is found to be positive and significant. This finding confirms the Job Demands-Resources Model by Bakker and Demerouti (2007), which holds that social support from a supervisor functions as a job resource that protects employees from the negative effects of job demands and strengthens intrinsic motivation. Supervisors who provide attention, constructive feedback, emotional support, and technical assistance create a psychologically safe work environment in which employees feel valued and encouraged to grow (Andersen et al., 2025). Employees who feel strong support from their direct supervisor tend to show higher vigor, dedication, and absorption in their work (Nacereddine et al., 2025). This finding is consistent with the study by Choi (2025) and the study by Iman and Nitawati (2025), which show that organizational support has a positive effect on work engagement through job satisfaction. Górniak and Bursztyn (2025) also confirm that managers' emotional intelligence, particularly empathy, plays an important role in building work engagement. Positive psychological factors carried by supervisor support have also been shown to strengthen employee commitment to their work tasks (Darmawan & Mardikaningsih, 2022), and a situational leadership approach that adjusts to team conditions can improve both change management and team performance (Mardikaningsih & Darmawan, 2022). Attention to

employees' mental health is increasingly viewed as part of a strategic reorientation of human resource management in designing the work environment (Issalillah & Khayru, 2025), while the way conflict is managed within a work group also shapes the quality of the relationship between supervisor and subordinate (Jahroni et al., 2015). This kind of support becomes especially relevant as routine tasks are increasingly automated, since employees still need guidance to sustain their knowledge and engagement amid such changes (Darmawan, 2024). The implication of this finding is that companies need to develop supportive leadership competence at every management level. Training in empathetic communication, constructive feedback, and team mentoring techniques should be conducted regularly. Manager performance evaluation systems should also include indicators of the extent to which they support and empower subordinates.

The influence of change readiness on employee engagement is found to be positive and significant. This finding reinforces change-readiness theory by Armenakis, Harris, and Mossholder (1993), which explains that individual readiness for change is influenced by the belief that change is necessary and that the individual has the capacity to face it successfully. Employees with high readiness for change tend to be more resilient and adaptive, which in turn strengthens their engagement toward work and the organization (Pathmu & Roshni, 2025). This finding is consistent with the study by Engida et al. (2022) and the study by Bagga and Kumar (2025), which found that employee readiness for change has a positive effect on employee engagement and organizational commitment. Trimboli (2025) also shows that structured dialogue intervention as a change-readiness strategy can improve sensemaking and employee well-being. Such readiness is closely tied to organizations' dynamic capabilities in facing market disruption (Darmawan, 2025) and to a flexible organizational structure that allows the company to adjust more quickly to environmental changes (Mardikaningsih & Darmawan, 2023). A clear sustainability strategy amid regulatory uncertainty also gives employees a stronger sense of direction when change occurs (Mardikaningsih & Darmawan, 2021), while cross-functional training helps build the collaboration skills needed to face new ways of working (Fared & Darmawan, 2021). Redesigning jobs around clearer task characteristics can likewise strengthen team performance through better coordination and collaboration during periods of change (Hariani & Putra, 2025), consistent with the broader reconfiguration of work and human

resource management toward flexibility in the digital era (Mardikaningsih, 2025). The implication of this finding is that companies need to develop change programs that actively involve employees in the planning and implementation process. Transparent communication about the reasons, goals, and impact of change will reduce resistance and increase employee readiness. Training in adaptability and new skill development is also important to prepare employees for change.

The influence of psychological well-being on employee engagement is found to be positive and significant, with the largest regression coefficient among the three variables. This finding confirms Self-Determination Theory by Ryan and Deci (2000), which explains that fulfilling the basic psychological needs for autonomy, competence, and relatedness drives intrinsic motivation and engagement. Employees with good psychological well-being have sufficient energy, stable emotions, and a sense of meaning in their work, which are prerequisites for high engagement (Hakanen & Keltiainen, 2026). This finding is consistent with the study by Çelik (2017) and Pothuganti et al. (2025), which show that technostress has a negative impact on employee engagement and well-being. Sehgal et al. (2025) found that technology readiness affects employees' psychological well-being. Adamska-Chudzińska and Pawlak (2025) emphasize that psychosocial support is an important element in building engaged human capital. Well-being of this kind is closely related to how employees perceive and manage work-life balance in a digitally supported workplace (Eddine et al., 2025), a pattern also observed among married information technology professionals balancing career and family demands (Irfan & Ramli, 2026). Knowledge management combined with good quality of work life has likewise been shown to strengthen employee commitment (Eddine et al., 2023), while the way technology is applied in the workplace can either support or hinder fairness among employees, including gender equality (Darmawan, 2024). Innovation in products and services through information systems and digital technology needs to be managed carefully so that it does not become an additional source of pressure on employees (Isaac & Darmawan, 2025), and this should go hand in hand with sound ethical principles in business decision-making that take employee welfare into account (Mardikaningsih & Darmawan, 2022). The implication of this finding is that companies need to develop comprehensive employee well-being programs. Counseling programs, stress management, work-life balance,

and psychosocial support should be provided regularly. A work environment that supports mental health, such as realistic workloads and a non-toxic culture, must also be a priority.

CONCLUSION

Supervisor support berpengaruh positif terhadap employee engagement, change readiness berpengaruh positif terhadap employee engagement, psychological well-being berpengaruh positif terhadap employee engagement, serta ketiga variabel secara simultan berpengaruh signifikan terhadap employee engagement pada karyawan. Psychological well-being terbukti sebagai faktor paling dominan dalam meningkatkan employee engagement, diikuti oleh change readiness dan supervisor support.

Bagi manajemen perusahaan, disarankan untuk memprioritaskan program kesejahteraan psikologis karyawan melalui konseling, manajemen stres, dan dukungan keseimbangan kerja serta kehidupan. Perusahaan juga perlu mengembangkan kesiapan karyawan menghadapi perubahan melalui komunikasi yang transparan, pelibatan dalam proses perubahan, dan pelatihan adaptabilitas. Pengembangan kompetensi kepemimpinan yang suportif di semua level manajemen harus menjadi prioritas dengan pelatihan komunikasi empatik dan teknik pendampingan tim.

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