

# Internal supervisor communication, perceived supervisor support, dan work engagement: peranan program communicative leaders pada karyawan Departemen QO PT Q = Supervisor internal communication, perceived supervisor support, and work engagement: the role of communicative leaders program for QO Department's employee at X Company

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## Abstrak

Untuk mampu bersaing dengan para kompetitor, perusahaan membutuhkan karyawan dengan work engagement yang tinggi. Penelitian ini dilakukan dalam dua studi. Pada studi satu, peneliti menyebar kuesioner kepada 22 orang karyawan Departemen QO PT X untuk mengetahui korelasi antar variabel yang diteliti. Internal supervisor communication diukur dengan alat ukur dari Karanges dkk (2014) ( $\hat{I}\pm = 0.93$ ), perceived supervisor support diukur dengan alat ukur dari Eisenberger dkk (2001) ( $\hat{I}\pm = 0.85$ ), serta work engagement diukur dengan alat ukur dari Schaufelli dkk (2006) ( $I\pm = 0.88$ ). Hasil pengolahan data membuktikan bahwa koefisien korelasi internal supervisor communication dengan work engagement ( $I\pm = 0.87$ ,  $p < 0.01$ ) lebih besar daripada koefisien korelasi perceived supervisor support dan work engagement ( $I\pm = 0.69$ ,  $p < 0.01$ ). Pada studi 2, peneliti merancang program intervensi variabel internal supervisor communication untuk karyawan Departemen QO PT X dalam rangka peningkatan work engagement. Program intervensi tersebut dinamakan Communicative Leaders, yang terdiri dari dua bagian, yaitu pelatihan dan monitoring. Dalam penerapannya, peserta intervensi adalah atasan yang dinilai bawahannya memiliki skor internal supervisor communication yang rendah. Selanjutnya, peneliti melihat hasil evaluasi intervensi yang dilakukan. Hasil tersebut menunjukkan bahwa (1) terjadi peningkatan yang signifikan pada persepsi bawahan terhadap internal supervisor communication atasan langsungnya ( $Z = -0.2041$ ,  $p < 0.05$ ), dan; (2) terjadi peningkatan keterikatan work engagement ( $Z = -2.445$ ,  $p < 0.05$ ).

.....To be able competing with competitors, companies need employees with high work engagement. In study one, researchers managed to collect 22 responses from the X company employee in QO Department to examine the relationship between variables. Internal supervisor communication was measured by using Karanges dkk (2014) ( $I\pm = 0.93$ ), perceived supervisor support was measured by Eisenberger dkk (2001) ( $I\pm = 0.85$ ), and work engagement was measured by using Schaufelli dkk (2006) ( $I\pm = 0.88$ ). The result showed that the relationship coefficient between supervisor internal communication and work engagement is bigger than the relationship coefficient between perceived supervisor support and work engagement. In study 2, researcher designed internal supervisor communication intervention program to increase work engagement for employees of the PT X QO Department. The intervention program was called Communicative Leaders, which consists of two parts: training and monitoring sessions. In its implementation, intervention participants were supervisors that have low internal supervisor communication score based on the perception of their subordinate from study 1. After that, researcher evaluated the intervention result. The results are: (1) there was a significant increase in subordinates perceptions of their supervisors internal supervisor communication ( $Z = -0.2041$ ,  $p < 0.05$ ), and; (2) there was a significant increase in work engagement ( $Z = -2.445$ ,  $p < 0.05$ ).