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## SUPERVISOR SUPPORT, MEANINGFUL WORK, AND HAPPINESS IN EMPLOYEE ENGAGEMENT

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### ABSTRACT

The furniture manufacturing industry plays a crucial role in the global economy, driven by changing consumer lifestyles, urbanization, and the rapid expansion of the property sector. As demand for high-quality and eco-friendly furniture rises, ensuring high team member engagement becomes essential for maintaining productivity and innovation. This study examines the impact of supervisor support, Meaningful Work, and happiness at work on team member engagement in the furniture industry. Using the Job Demands-Resources (JD-R) theory, this research explores how job resources enhance engagement by increasing motivation and reducing job demands. Data were collected through team member surveys in furniture companies and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results indicate that supervisor support, Meaningful Work, and happiness at work significantly influence team member engagement, with happiness at work emerging as the strongest predictor. This study contributes to the literature by integrating the JD-R theory within the furniture industry context. The findings suggest that organizations should implement strategies that foster team member happiness, create meaningful work experiences, and strengthen supervisor support to enhance engagement and overall performance.

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### INTRODUCTION

The furniture manufacturing industry is a crucial part of the global economy, covering the design, production, and distribution of a wide range of products, such as furniture, home essentials, interior decorations, and accessories (Epede & Wang, 2022). This sector not only fulfills consumer needs but also reflects global trends such as lifestyle changes, urbanization growth, and the rapid expansion of the property industry (Koridze, 2022). The demand for high-quality furniture continues to rise, particularly in regions experiencing rapid economic growth, such as Southeast Asia and Latin America, where

consumer preferences increasingly focus on modern and eco-friendly furniture (Koridze, 2022).

Furniture companies contribute significantly to local economies by creating employment opportunities in diverse functions, including product design, manufacturing, logistics, sales, and marketing (Urbański et al., 2025). For example, the furniture industry is a key sector in Indonesia, heavily dominated by small and medium enterprises (SMEs) and employing a substantial workforce. Data from Indonesia's Ministry of Industry indicate that this sector employed over 500,000 workers in 2020. In this context, team member work engagement is critical in ensuring productivity and product quality (Yusof et al., 2023). The furniture industry faces high challenges in workforce retention and productivity improvement, which are strongly influenced by the level of team member engagement (Stankevičiūtė et al., 2021). Moreover, with global competition intensifying, a deeper understanding of the factors influencing team member engagement can help furniture companies improve their competitiveness.

Work engagement is a key concept in human resource management, representing how involved, motivated, and productive employees are in the workplace. In companies such as CV. Mulia Perkasa Gresik, within the furniture industry, the level of team member engagement directly affects productivity, product quality, and overall competitiveness. Supervisor support, Meaningful work, and happiness at work are commonly recognized as crucial factors influencing work engagement (Charles-Leija et al., 2023; Heyns et al., 2022; Mostafa & Abed El-Motalib, 2020; Panda et al., 2022; Pattnaik & Panda, 2020). Supervisor support helps create a positive work environment, meaningful work gives employees a sense of purpose, and happiness at work contributes to emotional well-being. These factors have become significant in the highly competitive furniture industry, where employees are expected to perform at their best (Ahmed et al., 2022).

Despite extensive research on the relationships between supervisor support, meaningful Work, Happiness at Work, and work engagement, significant inconsistencies in findings have left a notable research gap. Some studies argue that meaningful work significantly impacts work engagement, while others highlight the importance of supervisor support or workplace happiness. For example, Ahmed et al. (2022) suggest that meaningful work mediates the relationship between supervisor support and work engagement. Charles-Leija et al. (2023) identify workplace happiness as the most influential predictor of engagement. These inconsistencies emphasize the need for further exploration to understand how these factors operate in specific contexts, such as furniture companies in Indonesia.

In addition, although research on team member engagement has grown in various industry sectors, studies that specifically highlight psychological and social factors in the furniture industry are still limited. Most previous studies have focused on technical and operational aspects (Adisa et al., 2023). However, the impact of supervisor support, Meaningful work, and happiness at work on team member engagement in this industry has not been comprehensively explored. In addition, research adopting the Job Demands-Resources (JD-R) theory in the furniture industry is still rare, even though this theory can provide a deeper understanding of how job resources contribute to increasing team member motivation and reducing work demands. Therefore, this study fills a gap in the literature by exploring the psychological and social factors that play a role in increasing team member engagement and provides new insights that can be used to strengthen the competitiveness of the furniture industry amid global challenges.

This study seeks to address these gaps by thoroughly examining the effects of supervisor support, meaningful work, and happiness at work on team member work engagement within the furniture industry. The goal is to identify the most influential factor in engagement and explore how these variables interact to optimize overall team member engagement. Companies can develop more targeted strategies to enhance team member involvement and performance by understanding these dynamics more deeply. The contributions of this study are both theoretical and practical. Theoretically, it expands the existing literature on job resources and work engagement by incorporating three critical variables, thereby advancing the Job Demands-Resources model and emphasizing the role of meaningful work as a vital mediator (Wingerden & Stoep, 2017). Practically, it provides actionable insights for HR managers in the furniture sector, encouraging investments in supervisor training, creating opportunities for meaningful work, and promoting programs to enhance workplace happiness, all essential for boosting team member engagement. As a result, this study fills a gap in the literature and offers valuable guidelines for improving productivity and competitiveness by fostering higher levels of team member engagement. The findings can serve as a model for similar industries.

### **Job Demands-Resources (JD-R)**

The Job Demands-Resources model illustrates how balancing job demands and job resources affects work engagement and overall team member well-being. Supervisor support, meaningful work, and happiness at work are vital resources that significantly enhance work engagement. Supervisor support enables employees to navigate job challenges by offering guidance, recognition, and emotional assistance, increasing motivation and engagement (Lee & Eissenstat, 2018; Zhu et al., 2024). Meaningful work instills a sense of purpose and value in employees, strengthening their emotional and cognitive connection to their tasks (Sánchez-Cardona et al., 2023). Furthermore, happiness at work, influenced by a positive work environment and intense interpersonal relationships, fosters engagement by enhancing job satisfaction and enthusiasm (Halawi, 2024; Kulikowski, 2018). Collectively, these job resources assist employees in handling work demands and support their physical and psychological well-being, ultimately enhancing organizational productivity and competitiveness.

Although the application of the Job Demands-Resources theory has been widely studied in various sectors, such as Radic et al. (2024), who studied the tourism and hospitality sector and financial organizations in China (Li et al., 2025), specific studies in the context of the furniture industry are still limited. The furniture industry has unique characteristics, such as reliance on manual skills and challenges integrating modern technology, which distinguish it from other sectors. In addition, the demographic shift of the workforce, particularly with the influx of Generation Z, who have different expectations of the work environment, adds to the complexity of managing human resources in this sector. Therefore, this research aims to fill the literature gap by examining the applicability of JD-R theory in the furniture industry and analyzing how the specific job demands and resources in this sector affect team member engagement and well-being.

### **Supervisor Support**

Supervisor support refers to the degree to which supervisors provide emotional, practical, and instrumental assistance to help employees effectively perform their jobs. This support can include guidance, recognition of accomplishments, and assistance overcoming work-related challenges. Research indicates that supervisor support is key to boosting work engagement and job satisfaction (Baqir et al., 2020; Jasiński & Derbis,

2023). For instance, Ahmed et al. (2022) demonstrated that supervisor support positively influences work engagement by mediating through meaningful work. Supervisors who are responsive to employees' emotional needs create a supportive work environment, enhancing productivity and fostering team member loyalty (Jonsdottir & Kristinsson, 2020). Additionally, supervisor support reduces workplace stress, improves psychological safety, and nurtures positive interpersonal relationships. As a result, supervisor support is a crucial component of human resource management strategies to enhance work engagement.

### **Meaningful Work**

Meaningful work is the sense that one's work holds greater significance and purpose for the individual or others. Mercurio et al. (2023) suggest that meaningful work involves positive meanings that inspire individuals to engage positively with their tasks and the ability to create meaning through their work. There are three key components of meaningful work: positive meaningfulness, where individuals perceive their work as important; meaning-making through work, which highlights how work fosters personal development; and motivation for the greater good, where work is considered meaningful if it positively impacts others and the environment (You et al., 2021). Other research emphasizes that meaningful work reflects employees' perceptions of the purpose and value of their work, often linked to its positive impact on both personal life and society. Wingerden & Stoep (2017) argue that meaningful work boosts work engagement and reduces burnout, enhancing employees' overall well-being. Charles-Leija et al. (2023) also found a positive relationship between meaningful work, workplace happiness, and organizational commitment. It indicates that meaningful work is not only vital for work engagement but also plays a role in promoting organizational sustainability. Organizations can increase team member engagement and motivation by offering meaningful tasks, ultimately driving optimal performance.

### **Happiness at Work**

Happiness at work is a positive emotional state that employees experience while performing their jobs, encompassing satisfaction with their roles, work relationships, and the overall work environment (Awada & Ismail, 2019). It goes beyond job satisfaction to include feelings of fulfillment, engagement, and a sense of purpose in one's Work (Tandler et al., 2020). Employees who experience happiness at work tend to exhibit higher levels of productivity, creativity, and commitment to their organization, often leading to improved performance and lower team member turnover (Alserhan et al., 2021; Charles-Leija et al., 2023; Khan & Abbas, 2022; Kustiawan et al., 2022). Factors contributing to happiness at work include supportive relationships with colleagues, recognition of contributions, opportunities for personal growth, and alignment with the organization's goals (Jeong et al., 2022). Cultivating happiness at work is essential for individual well-being and driving organizational success and competitiveness. Moreover, research has shown that happiness at work is strongly correlated with higher productivity and work engagement (Abdulrahman et al., 2022; Joo & Lee, 2017; Shelke & Shaikh, 2023). According to Charles-Leija et al. (2023), employees who feel happy are more productive and have lower turnover rates. Happiness at work also fosters a sense of belonging and emotional satisfaction, contributing to long-term well-being. As such, happiness at work is considered a crucial factor in enhancing team member engagement.

### **Work Engagement**

Job engagement refers to a positive and fulfilling state that employees experience about their Work (Ibrahim & Hussein, 2024). It comprises three primary components:

vigor, dedication, and absorption (Do & Pham, 2024; Eseye & Debebe, 2024). Vigor involves high energy levels and resilience, which motivate individuals to put in effort and persist despite challenges. Dedication signifies strong involvement in one's work, where employees experience a sense of importance, enthusiasm, and pride in their tasks. Absorption refers to being fully immersed and focused on work to the extent that employees lose track of time. This concept, rooted in positive psychology, emphasizes the importance of employees leveraging their physical, cognitive, emotional, and mental resources in their roles (Lupsa et al., 2019). According to the Job Demands-Resources Model, work engagement is influenced by various job resources, such as supervisor support and meaningful Work (Albrecht et al., 2021). A study by Ahmed et al. (2022) found that high work engagement correlates with better organizational performance and higher team member retention. Additionally, work engagement mediates meaningful work and job happiness, making it a crucial variable for enhancing organizational productivity. By fostering a supportive and meaningful work environment, companies can encourage higher levels of work engagement.

## **RESEARCH METHODS**

This study employs a quantitative approach to analyze the relationships between variables, test hypotheses, and explore various constructs related to work engagement. The primary focus is to examine the impact of supervisor support, meaningful work, and happiness at work on team member work engagement. This approach is selected because it can quantify relationships and provide statistical validation, ensuring objectivity in measuring complex workplace dynamics. The methodology aligns with previous studies investigating similar relationships, as Ahmed et al. (2022) noted while incorporating refinements to address the furniture industry's unique characteristics.

The study was conducted at CV. Mulia Perkasa, a furniture company in Gresik, has a sample of 71 employees from the production department, selected from a population of 250 employees. The selection of this company as the research subject is based on key factors: (1) the continued growth of the furniture industry, driven by global trends such as urbanization and increased demand for high-quality, eco-friendly products, and (2) CV. Mulia Perkasa is actively adapting to market dynamics and enhancing team member engagement.

To ensure methodological rigor, the sample was selected using stratified random sampling rather than typical random sampling, as it provides a more balanced representation of different subgroups within the production department. Data collection involved structured questionnaires for quantitative data, which were analyzed statistically, and a comprehensive literature review to establish the theoretical framework. To evaluate the validity and reliability of the data, this study applies Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The choice of SEM-PLS is justified by its capability to handle complex models with relatively small sample sizes while also being suitable for exploratory and theory-building research. Convergent validity was confirmed through weight factors exceeding 0.7, discriminant validity was assessed using cross-loading, and composite reliability was measured with values above 0.7. Additionally, a bootstrapping procedure with 5,000 resamples was conducted to address potential concerns about model robustness to validate path coefficients' stability and significance levels.

Given the complexity of workplace engagement, this study extends the original model by incorporating a mediating variable (job satisfaction) to explore the indirect effects of supervisor support, meaningful work, and happiness at work on team member engagement. This additional layer of analysis allows for a deeper understanding of the mechanisms driving team member engagement in the furniture industry, responding to calls for a more nuanced framework as suggested by recent literature (e.g., Bakker & Demerouti (2024)).

This study measures three main variables influencing team member work engagement: supervisor support, meaningful work, and happiness at work. According to previous literature, each variable is measured using proven, valid, and reliable indicators. Each variable is measured using a questionnaire containing items describing each construct's main aspects. The Supervisor Support variable is measured using three leading indicators based on Talebzadeh & Karatepe (2019). First is instrumental supervisor support, which measures direct support from superiors to complete tasks, for example, items such as “I feel supported by my supervisor when I work or complete work”. Second, the Attentive Supervisor measures the extent superiors assist when employees face difficulties. For example, the following items are used: “My supervisor provides effective assistance if I experience obstacles or difficulties while working”. Third, the motivating supervisor measures the extent to which superiors motivate employees. For example, the following items are used: “I am motivated by my supervisor so that I am more focused on doing my work”. Meaningful work: This variable is measured by three leading indicators, according to Mercurio et al. (2023). Positive meaning in work describes the extent to which work provides opportunities to share experiences, for example, item: “I have the opportunity to share experiences and ideas with coworkers” It means doing thorough work, which measures a sense of fairness towards work. For example, item: “I believe that the salary I receive is commensurate with the workload I do”. Finally, greater good motivation, which measures positive motivation to work, is an example item: “I feel motivated to learn and develop at work”.

Happiness at work is measured by four indicators adapted from Maham et al. (2020): job satisfaction. An example item: “I feel satisfied with the results of my performance so far; I think the appreciation given by the company can increase my satisfaction at work”. Positive relationships with others, for example, “I think a good relationship with my boss or coworkers can increase work engagement in the company”. For example, item “I feel comfortable with the work environment where I work”.

Finally, to measure work engagement, this variable is measured by three leading indicators proposed by Karatepe et al. (2020): vigor, which reflects team member enthusiasm. Example item: “I am highly enthusiastic about completing a job in the company”. Dedication, which measures commitment and involvement in work, is an example item: “I have a sense of commitment, sincerity, and determination in the company”. Finally, absorption measures team members' complete absorption in work, for example, item: “I have the opportunity to participate in work in the company actively”.

## RESULTS AND DISCUSSION

The data for this study were collected from primary sources, specifically from 71 production employees at a furniture company. The data were processed using SEM-PLS version 3 software. In conducting tests with PLS, the outer model was first evaluated to

determine the instruments' validity and reliability. The results of the outer model evaluation are presented in tables 1 and 2 :

**Table 1. Instrument Validity Test**

Variables	Loading Factor	AVE	CA	CR
Supervisor Support (X <sub>1</sub> )	0.917	0,858	0,917	0,918
	0.944			
	0.918			
Meaningful Work (X <sub>2</sub> )	0.939	0,857	0,958	0,958
	0.934			
	0.882			
	0.914	0,770	0,898	0,909
	0.959			
	0.908			
Happiness At Work (X <sub>3</sub> )	0.929	0,855	0,914	0,929
	0.750			
	0.912			
Work engagement (Y <sub>1</sub> )	0.849			
	0.963			
	0.957			

Notes: AVE = Average Variance Extracted; CA = Cronbach's alpha; CR = composite reliability

Source: Data Processed by SmartPLS 3, 2024

The results of the outer model validity tests demonstrate that all indicators meet the criteria for convergent validity, as indicated by loading factor values greater than 0.7. Additionally, the Average Variance Extracted (AVE) values for each variable supervisor support (0.858), meaningful work (0.857), happiness at work (0.770), and work engagement (0.855) exceed the minimum threshold of 0.7, confirming that the research constructs exhibit strong validity.

**Table 2. Cross Loading Values**

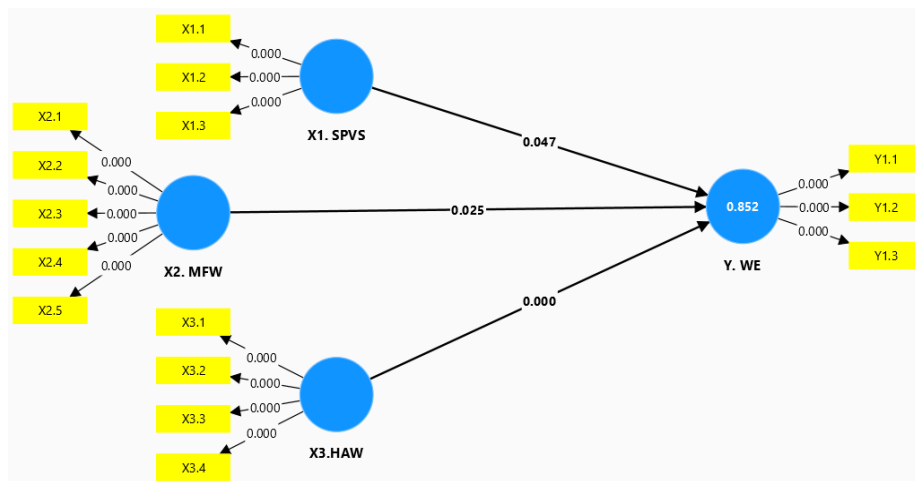
	X <sub>1</sub> .SPVS	X <sub>2</sub> . MFW	X <sub>3</sub> . HAW	Y. WE
X <sub>1.1</sub>	<b>0.917</b>	0.783	0.788	0.801
X <sub>1.2</sub>	<b>0.944</b>	0.877	0.847	0.820
X <sub>1.3</sub>	<b>0.918</b>	0.806	0.754	0.768
X <sub>2.1</sub>	0.810	<b>0.939</b>	0.879	0.794
X <sub>2.2</sub>	0.854	<b>0.934</b>	0.864	0.793
X <sub>2.3</sub>	0.786	<b>0.882</b>	0.812	0.858
X <sub>2.4</sub>	0.809	<b>0.914</b>	0.802	0.824
X <sub>2.5</sub>	0.849	<b>0.959</b>	0.858	0.842
X <sub>3.1</sub>	0.782	0.802	<b>0.908</b>	0.731
X <sub>3.2</sub>	0.797	0.882	<b>0.929</b>	0.855
X <sub>3.3</sub>	0.593	0.601	<b>0.750</b>	0.705
X <sub>3.4</sub>	0.829	0.883	<b>0.912</b>	0.862
Y <sub>1.1</sub>	0.659	0.668	0.756	<b>0.849</b>
Y <sub>1.2</sub>	0.848	0.871	0.884	<b>0.963</b>
Y <sub>1.3</sub>	0.861	0.908	0.860	<b>0.957</b>

Source: Data Processed by SmartPLS 3, 2024

The discriminant validity test also shows satisfactory results, with cross-loading values (table 2) indicating that each indicator correlates more strongly with its corresponding construct than others, thereby satisfying the discriminant validity criteria for all constructs. In terms of reliability, both Cronbach's Alpha and Composite Reliability values (table 1) for all variables surpass the minimum thresholds of 0.6 and 0.7, respectively, confirming the internal consistency and reliability of the research instruments.

The evaluation of the inner model, based on the coefficient of determination ( $R^2$ ), reveals a value of 0.852. It indicates that the independent variables of supervisor support, meaningful work, and happiness at work can explain 85.2% of the variance in work engagement. The remaining 14.8% is attributed to factors outside the model. These results highlight the strong predictive power of the research model. Hypothesis testing using the bootstrapping method confirms that all three independent variables significantly influence work engagement.

This study aims to analyze the influence of supervisor support, meaningful work, and happiness at work on work engagement. The analysis results can be observed in figure 1 and table 3, which provide a detailed presentation of the relationships between the independent variables and work engagement.



**Figure 1. Bootstrapping**

Source: Processed data, 2024

Figure 1 visually represents the structural model and the direction of the influences, while table 3 summarizes the statistical values that support the findings, including path coefficients and significance levels. These results offer valuable insights into the key factors contributing to work engagement, further validating the study's theoretical framework.

**Table 3. Hypothesis Testing**

Variable relationship	Coefficient	P values	Information
Supervisor support to work engagement	0.213	0.047	Significant
Meaningful work-to-work engagement	0.262	0.025	Significant
Happiness at work-to-work engagement	0.482	0.000	Significant

Source: Data Processed by SmartPLS 3, 2024



Figure 1 and table 3 reveal that supervisor support, meaningful work, and work happiness significantly influence work engagement. Supervisor support has a coefficient of 0.213 and a p-value of 0.047, indicating a significant, albeit moderate, impact on work engagement. Meaningful work shows a slightly more substantial effect, with a coefficient of 0.262 and a p-value of 0.025, suggesting that employees who find meaning in their work are more likely to be engaged. However, happiness at work is the most influential factor, with a coefficient of 0.482 and a p-value of 0.000, demonstrating the most significant relationship with work engagement. These findings underscore the critical role of happiness at work in driving team member engagement, making it the most dominant factor among the three. To foster higher levels of work engagement, organizations should prioritize creating a supportive work environment, ensuring that employees find meaning in their roles, and enhancing happiness at work through positive relationships, recognition, and work-life balance. This holistic approach can significantly improve team member engagement, productivity, and job satisfaction.

### **The Influence of Supervisor Support on Work Engagement**

The results of this study powerfully demonstrate that supervisor support plays a crucial and significant role in enhancing work engagement, confirming the first hypothesis. It underscores the importance of supervisors offering their employees practical assistance, attention, and motivation. When supervisors actively support their teams, employees feel more valued, fostering greater motivation and optimal performance. It supports theoretical frameworks emphasizing how supervisor support nurtures emotional, cognitive, and physical connections to work, ultimately driving productivity and job performance. In the Job Demands-Resources model context, supervisor support is a vital job resource that bolsters work engagement and is characterized by vigor, dedication, and absorption. Employees who feel supported by their supervisors are more likely to remain motivated and committed, which translates into improved job satisfaction and performance. Research consistently shows that supervisor support helps employees manage high job demands, alleviates burnout, and contributes to a healthier, more productive work environment (Abualigah et al., 2024; Dixit & Upadhyay, 2021; Panda et al., 2022). Therefore, supervisor support mitigates work-related stress and is a powerful catalyst for fostering higher work engagement.

Aligned with these findings, existing studies further emphasize the crucial role of supervisor support in driving team member engagement (Abualigah et al., 2024; Sheehan et al., 2023). Adequate supervisor support through empathetic listening, clear guidance, and addressing team member needs has significantly enhanced work engagement. Jonsdottir & Kristinsson (2020) also highlighted that a supervisor's empathetic listening directly affects the dedication dimension of work engagement, further emphasizing the role of communication skills in leadership. Additionally, Ahmed et al. (2022) found that meaningful work mediates the relationship between supervisor support and work engagement, suggesting that supervisors provide technical guidance and help employees find deeper meaning in their work. Thus, developing supervisors' empathetic communication skills can be an effective intervention to improve work engagement. These findings highlight the pivotal role of supervisors in fostering a productive, supportive, and meaningful work environment that drives organizational success.

### **The Influence of Meaningful Work on Work Engagement**

This study highlights meaningful work as a significant driver of work engagement, emphasizing its role in providing intrinsic motivation and strengthening employees' emotional connection to their tasks. According to Ahmed et al. (2022), meaningful work

mediates between supervisor support and work engagement, creating a more profound, more fulfilling experience for employees. This finding underscores the importance of aligning work with employees' values and goals to enhance engagement. In line with other research, such as Kissi et al. (2024), meaningful work has increased job satisfaction and reduced turnover intentions. Therefore, organizations should design roles that allow employees to feel emotionally connected and find purpose in their work.

From the Job Demands-Resources model perspective, meaningful work is categorized as a vital "resource" that fosters work engagement. By perceiving their work as meaningful, employees experience a stronger sense of purpose and contribution, significantly enhancing their engagement. Research indicates that finding meaning in one's work is closely tied to higher levels of engagement, as it boosts intrinsic motivation and psychological satisfaction (Gupta & Singh, 2021). Additionally, meaningful work is a buffer against burnout by reducing stress and mitigating the negative impact of job demands (Allan et al., 2019). Further studies emphasize that meaningful work fulfills critical psychological needs such as autonomy, competence, and social connection, fostering emotional engagement and dedication to Work (Wingerden et al., 2018). Moreover, the interaction between meaningful work and other job resources, including organizational support, significantly enhances team member vitality and focus, lowers the risk of burnout and increases overall work engagement (Lysova et al., 2019). These findings collectively highlight the powerful impact of meaningful work on team member engagement and well-being, making it an essential focus for organizations seeking to boost productivity and reduce turnover.

### **The Influence of Happiness at Work on Work Engagement**

Happiness at work is crucial for driving engagement, as shown by its highest coefficient in this study. Poulsen et al. (2016) affirm that workplace happiness boosts motivation, especially in high-stress fields like healthcare, where a supportive culture reduces stress. Similarly, Hamzah & Nordin (2022) highlight the role of emotional well-being, shaped by supervisor support, in fostering engagement. Thus, prioritizing team member happiness in the workplace is a key strategy for enhancing work engagement. Within the Job Demands-Resources model framework, this study demonstrates that happiness at work is a critical personal resource that helps employees manage job demands and boosts their overall engagement. Studies suggest that happiness mediates organizational resources, such as managerial support, and positive outcomes, like higher engagement and productivity (Sakuraya et al., 2020). Other research underscores positive interpersonal relationships and job autonomy enhance team members' happiness and strengthen vital work engagement elements, including vigor, dedication, and absorption (Decuyper & Schaufeli, 2021). Happiness at work also serves as a buffer against stress, enabling employees to maintain engagement even in high-pressure situations (Tisu et al., 2020). Additionally, happiness enhances employees' perceptions of job resources, including recognition and feedback, further contributing to elevated work engagement (Gulyani & Sharma, 2018). The findings strongly support that workplace happiness is central to promoting higher work engagement by strengthening resource mechanisms within the JD-R model (Shelke & Shaikh, 2023).

## **CONCLUSION**

The results of this study, within the context of the furniture industry, indicate that supervisor support, meaningful work, and workplace happiness are all significant factors

in enhancing team member work engagement. Supervisor support is essential in helping employees manage challenges through clear communication, attention to their individual needs, and constructive feedback. When employees find their work meaningful, it increases their motivation and engagement, leading to higher performance and job satisfaction. Moreover, a positive and supportive work environment that promotes team member well-being further bolsters engagement. These findings are particularly pertinent in the furniture industry, where tasks require manual skills, creativity, and teamwork. Supervisor support is crucial in helping employees cope with physical demands and technical complexities. At the same time, meaningful work fosters a more profound sense of pride and purpose in the products they create. Additionally, workplace happiness, driven by strong interpersonal relationships and a positive organizational atmosphere, significantly boosts engagement, ultimately fostering incredible innovation and efficiency. To enhance team member engagement and productivity, furniture companies should focus on strategies that increase supervisor support, create meaningful jobs, and cultivate a work environment that promotes happiness and well-being.

Theoretically, the findings of this study enrich the understanding of factors influencing team member engagement, particularly in the furniture industry. This study reinforces team member engagement theories by highlighting the critical role of supervisor support, meaningful work, and workplace happiness as key resources that enhance team member motivation and performance. Furthermore, these findings support and extend the Job Demands-Resources model by demonstrating that team member engagement is influenced by job demands and psychosocial factors such as supervisor support and a positive work environment. Additionally, this study provides a new perspective on an industry that requires a combination of manual skills, creativity, and teamwork, offering more profound insights into how these factors contribute to team member engagement and well-being in the manufacturing sector.

Practically, the findings of this study provide managerial implications for furniture companies to focus on strategies that enhance team member engagement. Organizations can improve supervisor effectiveness through leadership training that fosters clear communication, empathy, and constructive feedback. Additionally, meaningful job design can be implemented by granting employees greater autonomy, recognizing their contributions, and creating a work environment that fosters pride in their work. To promote workplace happiness, companies can cultivate an inclusive organizational culture, support team member well-being, and foster positive workplace relationships through social activities and well-being policies. By implementing these measures, furniture companies can enhance team member engagement and productivity, ultimately contributing to innovation and competitiveness within the industry.

This study has several limitations that should be considered when interpreting the findings. Firstly, although the research demonstrates significant relationships between supervisor support, meaningful work, and happiness at work with work engagement, the results are limited to the context of the furniture industry. As such, the findings may not be fully generalizable to other industries with different work dynamics or operational environments. Secondly, the study adopts a quantitative approach, which, while helpful in measuring relationships between variables, does not allow for an in-depth exploration of employees' subjective experiences regarding meaningful work and happiness at work. Thirdly, the potential for respondent bias is a limitation, as the data were collected using self-report methods, which personal perceptions or social desirability biases can influence. Lastly, this study does not examine the role of potential mediating or moderating variables, such as supervisors' leadership styles or organizational culture,

which could influence or alter the relationships between the examined variables. Future research could address these limitations to provide a more comprehensive understanding of the factors that impact work engagement.

For future studies, several avenues can be explored to overcome the limitations of this research and provide a more nuanced understanding of the factors influencing work engagement. Firstly, research could be extended to other industries, especially those with distinct work characteristics, such as the service or technology sectors, to assess the generalizability of these findings. It would help determine whether the relationships between supervisor support, meaningful work, and happiness at work hold across different organizational contexts. Secondly, combining quantitative and qualitative data, a mixed-methods approach could offer a more comprehensive view of how these variables interact, allowing for a deeper exploration of employees' perceptions and experiences of meaningful work and workplace happiness. Additionally, future studies could examine mediating variables such as job autonomy or intrinsic motivation (Aldabbas et al., 2025; Xu et al., 2022; Zhang et al., 2023) and moderating factors like transformational leadership styles, work stress levels, and the work environment (Hasan et al., 2023; Malik et al., 2024; Nawaz et al., 2024; Ul Hassan et al., 2023). It would help uncover complex interactions and understand how various influences shape work engagement. Lastly, conducting longitudinal studies could be valuable in observing the long-term effects of supervisor support, meaningful work, and happiness on work engagement, offering insights into the sustained impact of these factors and the potential causal relationships over time.

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