Research Article

The Effect of Supervisor Support and Work Engagement on Innovative Work Behavior of Government Statisticians

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ARTICLE INFO	ABSTRACT
	Sustainable innovation is predominantly propelled by individuals' innovative work behavior (IWB). Nonetheless, investigations of IWB in the public sector are still limited. This study aims to examine the effect of supervisor support and work engagement on the innovative work behavior of government statisticians. A total of 197 statisticians from BPS-Statistics Indonesia, encompassing both headquarters and provincial offices throughout Indonesia, participated as respondents. The data were examined using the Confirmatory Composite Analysis (CCA) approach within PLS-SEM, utilizing SmartPLS software. The results revealed that supervisor support positively influences statisticians' innovative work behavior, both directly and indirectly through work engagement. Furthermore, work engagement exhibits a beneficial and a direct effect on the innovative work behavior of statisticians. Consequently, it is important for BPS-Statistics Indonesia to perpetually augment the socio-emotional and technical support provided to statisticians by supervisors. **Keywords:** Supervisor Support, Work Engagement, Innovative Work Behavior, Statistician.

INTRODUCTION

Innovation in the public sector is essential since it elevates the quality of public services, augments citizen satisfaction, and boosts the efficacy and efficiency of public institutions (de Vries et al., 2016; Stroud et al., 2018). Sustainable innovation is primarily propelled by the innovative behavior of employees (Iqbal et al., 2020; Shafique et al., 2020). Therefore, it is important to explore approaches to fostering innovative behavior among personnel in the public sector (Miao et al., 2018; Nguyen et al., 2022). Moreover, research on innovative work behavior within the public sector are limited since most study has focused on the private sector (Chatchawan, 2017; Hashim, 2021).

In alignment with global trends, the Indonesian government emphasizes the necessity of accelerating improvements in public service quality and performance through innovation. Recent government rules stipulate that fostering innovation requires involving employees in the creation of new ideas and improving human resource development (Kemenpan-RB, 2021). Nevertheless, the innovative work behavior (IWB) of government employees in Indonesia is still unsatisfactory. The adaptability index score, reflecting IWB, was 38.9 percent in 2022 and 40.1 percent in 2023, both categorized as unhealthy (Kemenpan-RB, 2023a).

In 2021, the Indonesian government enacted a policy for bureaucratic simplification across all governmental organizations and agencies (Kemenpan-RB, 2021). This policy, designed to enhance bureaucratic effectiveness, has also established new dynamics in the supervisor-employee relationship. Direct supervision of employees is currently conducted by Echelon II, following the elimination of Echelon IV and III.

Supervisor support is essential for transforming passive behavior into innovative work behavior (N. A. Khan & Khan, 2019). The likelihood of IWB success increases when employees obtain enhanced resources and support from their supervisors (Yuan & Woodman, 2010). Interactions between supervisors and employees can reduce the adverse effects of job stress and improve performance in both primary and supplementary tasks. Furthermore, supervisor support and feedback function as a protective mechanism against emotional and physical stress while simultaneously promoting employee development (Bakker et al., 2007).

Individual work attitudes, such as work engagement, influence innovative work behavior (Kwon & Kim, 2020). In the public sector, improving work engagement is crucial, as government institutions are pivotal in addressing many crises (World Bank, 2020). Nonetheless, there is a limited of research on work engagement in the public sector (Zahari & Kaliannan, 2023), and this concept remains inadequately examined in Asian nations (Al Badi et al., 2023).

At present, statistics regarding employee engagement is just available for public sector employees in Indonesia. Despite a minor distinction between work engagement and employee engagement, with the former being more particular (Schaufeli & Bakker, 2010), academics frequently apply both terms interchangeably in their research (Zahari & Kaliannan, 2023). The employee engagement score for all government employees rose from 14.05 percent in 2022 to 42.04 percent in 2023 (Kemenpan-RB, 2024).

Concerning the bureaucratic simplification policy, not all ministries and institutions have completed its implementation (Kemenpan-RB, 2023b). BPS-Statistics Indonesia is one of the government institutions that has comprehensively adopted bureaucratic simplification, applying it at the BPS headquarters as well as at the provincial and regency levels. BPS-Statistics Indonesia the only government institution in Indonesia authorized to provide basic statistics. As many as 97.39 percent of ministries and institutions in Indonesia use BPS-Statistics Indonesia data as the basis for planning, monitoring, and evaluating national development (BPS, 2023a).

There are issues concerning IWB at BPS-Statistics Indonesia, where the majority of employees are statisticians (83.53 percent), followed by 8.27 percent in functional IT officials, and the remaining 8.20 percent in other functional officials. The quantity of innovations generated from 2020 to 2023 exhibited a continued decline. In 2020, there were 339 innovations, whereas in 2023, this number decreased to 28 (BPS, 2023b). The adaptable index score of BPS-Statistics Indonesia employees, reflecting IWB, was 41.4 percent in 2022 and 40.7 percent in 2023, both categorized as unhealthy (Kemenpan-RB, 2023c). This study aims to investigate the effect of supervisor support on the innovative work behavior of statisticians at BPS-Statistics Indonesia, with work engagement serving as a mediating variable.

LITERATURE REVIEW

Innovative Work Behavior

Employees' Innovative Work Behavior (IWB) is often considered a crucial factor in achieving organizational success. It is defined as encompassing the development, acceptance, and implementation of new ideas related to products, technology, and work methods by employees (Yuan & Woodman, 2010). Bos-Nehles et al. (2017) describe IWB as any individual action aimed at creating, processing, and applying/transforming new ideas related to ways of doing things, including new products, ideas, technology, procedures, or work processes, with the goal of enhancing organizational effectiveness and success.

Janssen (2000) identified three key dimensions of Innovative Work Behavior (IWB): (1) Idea generation, which involves developing new and useful ideas across various domains; (2) Idea promotion, which includes efforts to gain support, find collaborators, and secure sponsorship to refine and advance the idea; and (3) Idea realization, which focuses on creating prototypes or implementing innovations that can be applied to individual, group, or organizational tasks.

Supervisor Support

Supervisors act as representatives of the organization, responsible for overseeing employees and evaluating their performance. As a result, employees' perceptions of their supervisors reflect the level of support they receive from both their supervisors and the organization (Shanock & Eisenberger, 2006). When employees feel that their supervisors understand their work-related challenges and provide appropriate support, it fosters a sense of moral responsibility to reciprocate this goodwill toward both the supervisor and the organization, as supervisory support serves as a psychological mechanism (Fan et al., 2019). Supervisor support refers to the extent to which employees believe they receive assistance from their supervisors, including both practical and emotional resources such as

recognition, active listening, advocacy, and opportunities for professional growth (Eisenberger et al., 2002).

According to Karasek et al. (1982), supervisor support consists of four dimensions: instrumental support, tolerant support, attentive support, and demanding-authoritarian. The instrumental support dimension relates to the supervisor's role in offering new ideas and encouraging the use of new methods in work. The attentive and tolerant dimensions pertain to the supervisor's emotional and social support for subordinates, where attentive support is more active, while tolerant support tends to be passive. Lastly, the demanding-authoritarian dimension refers to a task-oriented supervisory style, emphasizing hard work and adherence to existing rules.

Work Engagement

Engagement generally refers to an employee's commitment, dedication, active involvement, concentrated effort, and readiness to fulfill their duties (Schaufeli, 2012). Bakker and Leiter (2010) describe work engagement as a motivational concept where engaged employees are driven to achieve challenging goals and strive for success. Work engagement is not just a reaction to current conditions but also reflects an employee's responsibility in accomplishing organizational objectives.

Bakker and Leiter (2010) further explain that work engagement represents the personal energy individuals invest in their jobs. Engaged employees demonstrate vigor and channel their energy into their work. They approach their tasks with enthusiasm, dedicating their full energy rather than conserving it for other interests or goals. This high level of engagement signifies a strong attachment to their work, with individuals showing intense focus and deep involvement in their tasks.

According to Schaufeli and Bakker (2010), work engagement comprises three key dimensions: (1) Vigor, which reflects high energy levels and mental resilience, along with a willingness to exert effort and persist through difficulties; (2) Dedication, characterized by a strong commitment to work, accompanied by feelings of significance, enthusiasm, inspiration, pride, and challenge; and (3) Absorption, a state where employees are fully immersed in their work, losing track of time and remaining entirely focused on their tasks.

Research Hypothesis

Supervisor Support and Its Influence on Innovative Work Behavior

When supervisors place trust in their employees, they tend to evaluate their ideas more favorably, increasing the relevance and impact of innovative contributions from trusted personnel (Wang et al., 2015). Research indicates that employees who view their supervisors as competent, honest, and reliable are more likely to be engaged in their work and demonstrate innovative behavior (Chughtai & Buckley, 2011).

Hypothesis 1: Supervisor support positively influences Innovative Work Behavior.

Work Engagement and Its Influence on Innovative Work Behavior

Employees with high work engagement tend to contribute positively to their organization's productivity, efficiency, and innovation (Sari et al., 2021). Positive emotional states can foster creative thinking, increasing the likelihood of employees displaying innovative work behavior (IWB) (Agarwal et al., 2012). Studies by Jia et al. (2022) confirmed that work engagement plays a crucial role in enhancing IWB.

Hypothesis 2: Work engagement positively influences Innovative Work Behavior.

Supervisor Support and Its Influence on Innovative Work Behavior Mediated by Work Engagement

Work engagement helps individuals stay focused on their goals and job responsibilities. Employees with high motivation are more likely to exhibit enthusiasm and energy, contributing to better job performance. Work engagement acts as a bridge between supervisor support and extra-role performance. A study by Dogru (2018) on 203 Turkish employees found that work engagement mediates the link between perceived supervisor support and innovative behavior. Similarly, Kim (2018) discovered that supervisor support and work engagement significantly influence innovative behavior among 400 Korean employees.

Hypothesis 3: Supervisor support positively influences Innovative Work Behavior through work engagement.

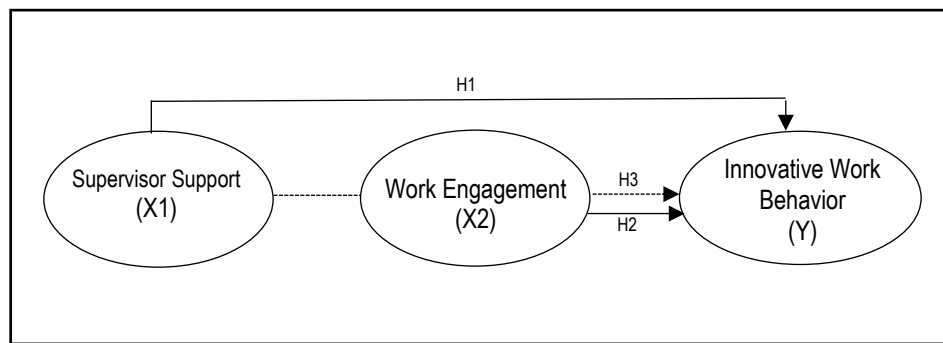The researchers have developed a research model, as presented in Figure 1.

Figure 1. Research Model

Research Method

Population and Samples

This study's population includes employees of BPS-Statistics Indonesia from both the headquarters and provincial offices. A total of 197 statisticians were selected as the study sample using convenience sampling, consisting of 88 statisticians from the headquarters office and 109 from 34 provincial BPS-Statistics Indonesia offices. The respondents participated in the study by completing an online questionnaire.

Measurement of Variables

The IWB variable comprises three dimensions: idea generation, idea promotion, and idea realization, as derived from Janssen (2000), with a total of 11 statements formulated by the researchers. The supervisor support variable comprises four dimensions: tolerant support, attentive support, instrumental support, and demanding-authoritarian, as delineated by Karasek et al. (1982), with 13 statements formulated by the researchers. The work engagement construct consists of three dimensions: vigor, dedication, and absorption, encompassing a total of 16 assertions as referenced by Schaufeli et al. (2006).

This study employs a 5-point Likert scale, where 1 represents "strongly disagree" and 5 represents "strongly agree" for the supervisor support and IWB variables. Meanwhile, for work engagement, the scale ranges from 1 "never" to 5 "always." This study utilizes a quantitative research design, with data analysis performed through Partial Least Squares Structural Equation Modelling (PLS-SEM). PLS-SEM can proficiently manage reflective and formative measurement models (Hair et al., 2021). Moreover, PLS-SEM is particularly suitable due to the involvement of multiple indicators and the complex structure of the research model (Hair et al., 2019).

Model Quality Assessment

The constructed PLS-SEM model was developed using SmartPLS 4.1.0.3 software (Ringle et al., 2024), as shown in Figure 2. The research model was conceptualized as a reflective-formative type II Hierarchical Component Model (HCM), as recommended by Becker et al. (2012), for the variables IWB, supervisor support, and work engagement.
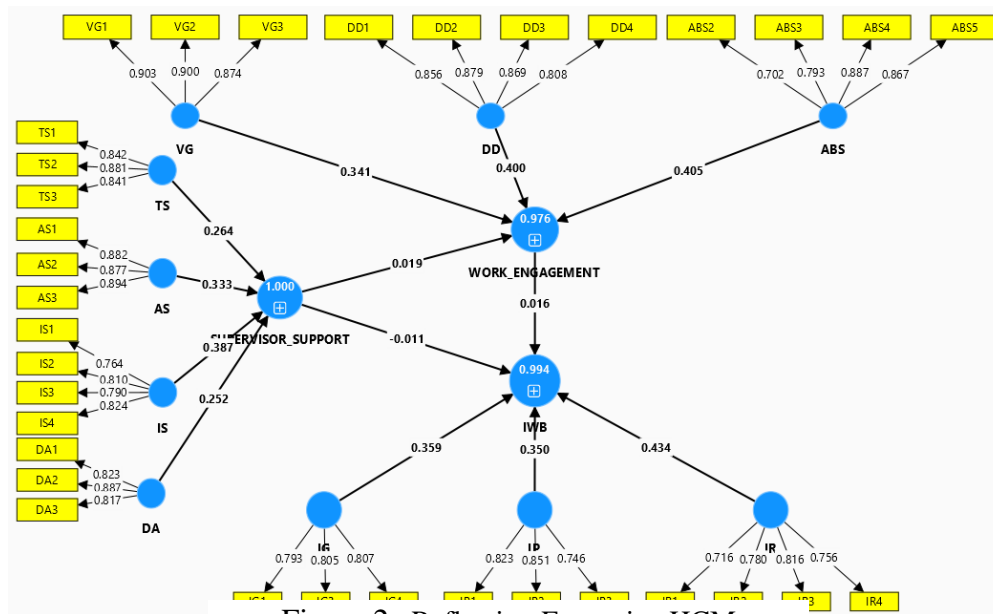
Figure 2. Reflective-Formative HCM

The lower-order constructs of this research were conceptualized as reflective, where items represent manifestations of the construct that share the same focus and are interchangeable (Coltman et al., 2008). Meanwhile, the higher-order model was conceptualized as formative, where the latent construct combines its constituent indicators (Coltman et al., 2008).

This research used an embedded two-stage method to validate and assess the model. The assessment of higher-order constructs can be conducted utilizing multiple approaches, primarily the repeated indicators approach and the two-stage approach (Ringle et al., 2012). Sarstedt et al. (2019) indicate that both approaches produce comparable results when the sample size is large.

The measurement model's quality assessment is performed through Confirmatory Composite Analysis (CCA), a systematic and contemporary approach for confirming measurement models in the PLS-SEM framework (Hair et al., 2020). Ciavolino et al. (2022) point out that the validation of measurement models in PLS-SEM with higher-order construct models can be conducted and assessed via CCA utilizing SmartPLS software.

The initial stage entailed assigning all indicators of the lower-order components to the higher-order components to enable the assessment of the measurement model in lower-order constructs. Latent variable scores were recorded and adopted as new variables into the dataset. This score serves as an indicator for the subsequent phase of evaluating the measurement model in higher-order constructs.

RESULTS

Descriptive Statistics

Table 1 displays the respondent statistics, comprising 87 males (44.2%) and 110 females (55.8%). The statisticians possess advanced education, with a predominant 56.9% possessing a master's degree. Regarding expertise, 43.1% are associate experts, whilst 33.0% are primary specialists. Concerning employment duration, 41.6% of participants had been working during 10 to 19 years. Among the 197 responders, 42.6% are working at the BPS-Statistics Indonesia headquarters.

Table 1. Profile of Respondents

Characteristics	Category	Frequency	Percentage
Gender	Man	87	44.2
	Woman	110	55.8

Education	Senior High School	2	1.0
	Undergraduate	83	42.1
	Graduate	112	56.9
Level of Expertise	Skilled Functional Position	2	1.0
	First Expert	65	33.0
	Associate Expert	85	43.1
	Senior Expert	45	22.8
Work Duration (years)	1-9	63	32.0
	10-19	82	41.6
	20 +	52	26.4
Work unit	Headquarters	84	42.6
	Provincial office	113	57.4

MODEL ANALYSIS

Measurement Model: Lower-Order Constructs

Table 2 displays the descriptive statistics for each research variable's lower-order constructs. All final items have an outer loading value above 0.708. Furthermore, the composite reliability (CR) scores for each construct varied from 0.723 to 0.882, surpassing the required threshold of 0.708 (Hair et al., 2011), indicating the constructs' substantial internal consistency and dependability.

Table 2. Composite Reliability and Convergent Validity of Lower-Order Construct

Variable	Lower-order construct	Item	Outer Loading	Cronbach's Alpha	CR	AVE
IWB	Idea Generation	IG1	0.793	0.722	0.723	0.643
		IG2	0.805			
		IG3	0.807			
		IG4	0.823			
	Idea Promotion	IP1	0.851	0.732	0.731	0.653
		IP2	0.746			
		IP3	0.716			
	Idea Realization	IR1	0.780	0.767	0.769	0.589
		IR2	0.816			
		IR3	0.756			
		IR4	0.842			
Supervisor Support	Tolerant Support	TS1	0.881	0.816	0.817	0.731
		TS2	0.841			
		TS3	0.882			
	Attentive Support	AS1	0.877	0.861	0.861	0.783
		AS2	0.894			
		AS3	0.764			
	Instrumental Support	IS1	0.810	0.809	0.809	0.636
		IS2	0.790			
		IS3	0.824			
		IS4	0.823			
	Demanding-Authoritarian	DA1	0.887	0.798	0.818	0.711
		DA2	0.817			
		DA3	0.903			
Work Engagement	Vigor	VG1	0.900	0.872	0.872	0.796
		VG2	0.874			
		VG3	0.856			

Dedication	DD1	0.879	0.876	0.882	0.729
	DD2	0.869			
	DD3	0.808			
	DD4	0.702			
Absorption	ABS2	0.793	0.831	0.851	0.665
	ABS3	0.887			
	ABS4	0.867			
	ABS5	0.793			

The convergent validity of the lower-order constructs was evaluated by the average variance extracted (AVE) values, which indicated substantial validity (> 0.50) (Hair et al., 2020). The AVE values for each lower-order construct varied from 0.589 to 0.796. Discriminant validity was assessed to determine the distinctiveness of the constructs utilizing the heterotrait-monotrait (HTMT) ratio (Henseler et al., 2014). Constructs achieve discriminant validity when the HTMT value is below 0.90 (Hair et al., 2020). All lower-order constructs exhibited HTMT values less than 0.90 (Table 3).

Table 3. Heterotrait-monotrait ratio (HTMT)

	Absorption	Attentive Support	Demanding-Authoritarian	Dedication	Idea Generation	Idea Promotion	Idea Realization	Instrumental Support	Tolerant Support
Attentive Support	0,301								
Demanding-Authoritarian	0,177	0,469							
Dedication	0,601	0,385	0,291						
Idea Generation	0,511	0,270	0,241	0,393					
Idea Promotion	0,397	0,247	0,287	0,301	0,795				
Idea Realization	0,392	0,289	0,350	0,377	0,880	0,850			
Instrumental Support	0,306	0,788	0,814	0,427	0,399	0,349	0,425		
Tolerant Support	0,386	0,772	0,322	0,274	0,312	0,342	0,222	0,539	
Vigor	0,602	0,398	0,400	0,837	0,462	0,362	0,493	0,497	0,208

Measurement Model: Higher-Order Constructs

The analysis of the formative measurement model utilizing CCA does not require CR, AVE, or goodness-of-fit measures (Hair et al., 2017). In evaluating formative models, it is crucial to ensure that multicollinearity is absent among indicators within the construct (Coltman et al., 2008). Additionally, the significance of outer weight values must be evaluated, along with the assessment of outer loading values and their significance (Hair et al., 2016).

The Variance Inflation Factor (VIF) evaluates the absence of multicollinearity. A VIF value below 3 is ideal (Hair et al., 2016). Table 4 shows that all constructs have VIF values under 3.

Table 4. VIF of Higher-Order Construct

Causality Relation	VIF
Idea Generation → IWB	1.911
Idea Promotion → IWB	1.829
Idea Realization → IWB	2.156
Tolerant Support → Supervisor Support	1.723
Attentive Support → Supervisor Support	2.455
Instrumental Support → Supervisor Support	2.671
Demanding-Autoritharian → Supervisor Support	1.808
Vigor → Work Engagement	2.315
Dedication → Work Engagement	2.345
Absorption → Work Engagement	1.473

The next stage involves evaluating the size and significance of the indicator weights. This stage seeks to determine the extent to which formative indicators influence the overall construct score. The

weight of formative indicators has to meet statistical significance. When the outer weight is low and insignificant, the outer loading of the indicator should be evaluated before determining its removal. The outer loading is essential in developing a formative construct when it is ≥0.50 and statistically significant (Hair et al., 2020).

Table 5 shows that not all indicators have significant outer weight values (p-value < 0.05). Therefore, the significance of the outer loading values must be checked. It turns out that all outer loading values meet the minimum requirement (≥0.50) and are significant (p-value < 0.05). Therefore, none of the indicators were removed from the model.

Table 5. Outer Weight and Outer Loading of Higher-Order Construct

Higher-Order Construct	Indicators	Outer Weight			Outer Loading		
		Coeff.	t-value	p-value	Coeff.	t-value	p-value
IWB	LV_Idea Generation	0.484	2.615	0.004	0.899	10.810	0.000
	LV_Idea Promotion	0.152	0.705	0.240	0.749	5.867	0.000
	LV_Idea Realization	0.495	2.174	0.015	0.912	12.712	0.000
Supervisor Support	LV_Tolerant Support	0.126	0.454	0.325	0.776	6.238	0.000
	LV_Attentive Support	0.212	0.714	0.238	0.636	3.357	0.000
	LV_Instrumental Support	0.698	3.296	0.000	0.964	13.727	0.000
	LV_Demanding-Autoritharian	0.135	0.697	0.243	0.707	5.800	0.000
Work Engagement	LV_Vigor	0.659	2.924	0.002	0.941	11.605	0.000
	LV_Dedication	0.130	0.766	0.222	0.806	9.756	0.000
	LV_Absorption	0.357	1.566	0.059	0.771	5.325	0.000

Structural Model: Multicollinearity

The Variance Inflation Factor (VIF) was employed as an indicator to assess the presence of multicollinearity among variables. The Table 6 displays the VIF values for the inner model, all of which remain beneath the maximum threshold of 3.0. Consequently, this study's structural model exhibits no multicollinearity.

Table 6. VIF of Inner Model

Causality Relation	VIF
Supervisor Support →IWB	1.222
Supervisor Support → Work Engagement	1.000
Work Engagement → IWB	1.222

Direct Effect and Mediation Effect Model

The Table 7 presents the outcomes of both direct and mediation effects. The direct effect of supervisor support on IWB was positive (0.205) and statistically significant (t=1.99, p=0.023). Hence, H1 was affirmed. The direct effect of work engagement on IWB was positive (0,377) and statistically significant (t = 4.39, p=0.000), hence supporting H2. The indirect effect of supervisor support on IWB mediated by work engagement was positive (0.161) and statistically significant (t=3.122, p=0.001), hence supporting H3.

Table 7. Direct Effect and Mediation Effect

Path	Path Coeff.	t-value	p-value
Direct Effect			
Supervisor Support → IWB	0.205	1.999	0.023
Work Engagement → IWB	0.377	4.390	0.000
Mediation Effect			
Supervisor Support → Work Engagement → IWB	0.161	3.122	0.001

DISCUSSION

Supervisor support has a direct positive effect on IWB. According to Table 5, instrumental support exhibits the highest outer loading value among the dimensions. A high outer loading value signifies the degree of information contribution a dimension offers in constructing a variable, independent of other dimensions. Instrumental support denotes the support provided by supervisors to employees through the provision of innovative ideas and the encouragement of new working methodologies. The two statements with the highest average scores in the instrumental support dimension are IS3 (4.06) and IS1 (3.87). The findings suggest that employees agreed that their supervisors promote teamwork (IS3) and foster the development of innovative task execution methods (IS1).

The majority of supervisors currently possess a similar history, having sprung from BPS employees. They have been employed at BPS since the beginning of their careers to the present. Consequently, these supervisors possess a profound comprehension of the attributes of work at BPS-Statistics Indonesia, facilitating their ability to promote the advancement of innovative work methodologies. Yoon et al. (1996) emphasized that supervisor support is more crucial than other forms of support, serving as an empowering mechanism that enhances a sense of control. Supervisor feedback on work processes and performance positively impacts innovative work behavior by enhancing job-related knowledge and confidence (Knol & van Linge, 2009).

Work engagement has positive and direct effect on IWB. The findings align with previous studies (Afsar et al., 2020; Saeed AlShamsi et al., 2023). Eisenberger and Huntington (1986) noted that employees' conduct towards an organization is significantly influenced by their perceptions of the organization's behavior toward them. Employees engaged in a social exchange connection with the organization respond by actively investing cognitive, emotional, and physical resources in their professional responsibilities (Pattnaik & Panda, 2020).

The findings of this study reveal that the mean responses of statisticians for the vigor dimension are 3.77, for dedication are 3.96, and for absorption are 3.37. This indicates that statisticians at BPS-Statistics Indonesia are highly committed and enthusiastic, however somewhat less absorbed with their work. The two statements with the highest average scores in the dedication dimension are DD4 (4.16), "I am proud of my work at BPS-Statistics Indonesia," and DD1 (3.95), "I feel that my work at BPS-Statistics Indonesia is full of meaning and purpose".

Supervisor support positively and affects innovative work behavior through work engagement. This finding aligns with earlier studies (Wu & Wu, 2019; Eva et al., 2019). Wu & Wu (2019) highlight that work engagement mediates the relationship between supervisor support and innovative work behavior, as supervisors who convey positive emotions might elicit favorable sentiments among employees. This, in turn, fosters more employee dedication and amplifies their enthusiasm for work.

The average response of participants for the supervisor support measure is 3.84. This outcome shows that statisticians concur regarding the diverse forms of assistance offered by their supervisors, encompassing tolerant support, attentive support, instrumental support, and demanding-authoritarian support. Fan et al. (2019) stated that when employees perceive their supervisors as understanding their work-related challenges and offering adequate support, it cultivates a sense of moral obligation to reciprocate this goodwill towards both the supervisor and the organization, as supervisory support functions as a psychological mechanism.

The perceived support from supervisors influences work engagement among respondents. The mean response of statisticians for the work engagement variable is 3.67, indicating that respondents

concur they are reasonably involved with their work at BPS. This ultimately positively affects respondents' innovative work behavior. Kwon & Kim (2020) explained that establishing positive relationships between supervisors and employees is crucial for fostering work engagement and encouraging innovative actions.

CONCLUSION

The findings of evaluating the hypotheses in this study revealed that the perceived supervisor support among statisticians at BPS-Statistics Indonesia positively influences innovative work behavior, both directly and mediated by work engagement. This study's findings also indicate that the government's bureaucratic simplification program, impacting supervisors' roles, can be successfully executed at BPS-Statistics Indonesia. Consequently, it is imperative for Echelon II officials at BPS-Statistics Indonesia, acting as supervisors, to perpetually augment socio-emotional and technical assistance for statisticians. This support serves as essential for statisticians in improving their work engagement and in creating, promoting, and implementing new ideas within BPS-Statistics Indonesia.

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