

THE IMPACT OF PERCEIVED SUPERVISOR SUPPORT, WORK LIFE BALANCE, AND WORK ENGAGEMENT IN CONTROLLING TURNOVER INTENTION IN A PHARMACEUTICAL MANUFACTURING COMPANY

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ABSTRACT

This research aims to determine the effect of perceived supervisor support on turnover intention which is mediated by work life balance and work engagement. This research was conducted at a pharmaceutical manufacturing company in Cikarang, West Java using a non-probability sampling technique, namely purposive sampling. The author distributed an online questionnaire to every worker with permanent employee status with a minimum work period of 1 (one) year to 107 workers. The data analysis method uses the PROCESS Hayes macro bootstrapping method in SPSS. The research results show that perceived supervisor support does not have a significant effect on turnover intention, but work life balance and work engagement fully mediate the influence of perceived supervisor support on turnover intention.

Keywords: *Perceived Supervisor Support, Turnover Intention, Work Life Balance, Work Engagement*

Article history: Submission date December 17 2023 Accepted date January 5th 2024

To cite: Tjhia et al. (2023). The Impact of Perceived Supervisor Support, Work Life Balance and Work Engagement in Controlling Turnover Intention in a Pharmaceutical Manufacturing Company, *Jurnal Manajemen*, 20(2), 1-21

1. INTRODUCTION

The pharmaceutical industry is one of the industries that has good growth opportunities in Indonesia. Even according to the Ministry of Industry (Kementerian Perindustrian, 2023), the pharmaceutical sector market will continue to increase in the coming years, especially driven by the health insurance program for the people of Indonesia. The increasing growth of the

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pharmaceutical industry in Indonesia also indicates the increasing competition between existing pharmaceutical companies. Therefore, companies need to have a competitive advantage to be able to face existing competition. One of the competitive advantages that can be applied is through good human resource management.

One of the problems that arise due to the company's failure to manage its human resources is turnover, which is the activity of workers leaving the company due to certain factors. Employee turnover can be categorized into two, namely voluntary or non-voluntary. According to (Ardianto, 2020), worker turnover begins with turnover intention, which is the intention to leave the company. Turnover intention is considered the most direct determinant of an individual's actual behavior. If voluntary turnover in a company is high, it will affect the stability and performance of the company. The phenomenon of the level of voluntary employee turnover of workers in one of the pharmaceutical manufacturing companies is quite high above the established standards, which in 2021 amounted to 24.6% and in 2022 amounted to 20.7%. This figure is said to be high when compared to turnover data between pharmaceutical companies within the scope of the group which is below 5%, which is 3.4% at the end of 2021.

Based on the data analyzed from exit interviews conducted with workers who left during 2022, it is known that the main reasons for leaving the company are lack of support from superiors in terms of career and development opportunities (58%), continuing education (16%), salary & benefits (13%) and family reasons (13%). In addition, based on qualitative information from several workers who left because of their superiors' support for career and development, some of them also informed that their superiors did not encourage the development of new skills and never gave recognition in the form of praise or thanks for their performance. Based on these data and information, it can be concluded that career opportunities, development, opportunities to gain new skills and recognition of work results reflect part of perceived supervisor support. This is because supervisor support includes opportunities for development, performance feedback, and interest in workers' career goals (Bakker et al., 2004; Demerouti et al., 2001; Kraimer & Wayne, 2004).

In addition, based on information from the HR Department, complaints were also received from several workers regarding work-life balance. The condition faced by some workers is that it is difficult to divide their time and responsibilities between work and personal and family life. Production workers follow a set working time by running a set shift. However, they often get more than one shift or overtime so that these workers get complaints from their parents and families. In addition, for non-production employees, there are also workers who also continue their work at home or in other words, bring work home. This results in the time they have at home not being able to be utilized with their families or the time they should be able to use for other activities cannot be done. Based on research by (Jaharuddin & Zainol,

2019) on the effect of work life balance (WLB) on work engagement and turnover intention (TI), it is known that the higher the work life balance experienced by individuals, the more involved they are with their work. Work life balance also has a significant negative direct effect on turnover intention. Work life balance plays an important role in minimizing the intention to quit the company.

Another fact that also occurs is the phenomenon of declining worker enthusiasm for work, which is characterized by workers who work improperly where this is indicated by the findings of errors in the production process and the existence of a project timeline that is not achieved. There are several projects in several functions that have been delayed from the time they should have been. In this case, enthusiasm to achieve the work timeline can be described as enthusiasm and energy in carrying out work tasks. Workers who have passion and energy at work will show effort and care to try to achieve the set project targets. According to Schaufeli and (Schaufeli & Bakker, 2004), the state of workers who are enthusiastic, dedicated and earnest at work reflects work engagement. If workers can balance the roles, demands and responsibilities they have in their personal lives as well as their work, then workers tend to feel attached to their jobs, such as carrying out work according to their authority and having high levels of energy, enthusiasm for their work, and being completely immersed in their work activities.

Thus, this study will examine the phenomenon that occurs in a pharmaceutical manufacturing company located in Cikarang, namely the phenomenon of high turnover with the main problem being the lack of supervisor support for workers. In addition, there are other factors that become intermediaries or mediators, namely work life balance, namely work life balance and the last factor and work engagement. Lack of work-life balance and enthusiasm in completing work and seriousness in completing their work and increasing workers' intention to leave the company are forms of factors that affect worker turnover which can have an impact on company competitiveness. This research has a high urgency and is very urgent to be fixed immediately considering that this pharmaceutical manufacturing company requires worker stability to work on a long-term basis because the products produced are included in biological products, namely the development of mammalian cell cultures, producing proteins, and monoclonal antibodies which require a longer time and process than other types of drugs in general. Thus, to produce good quality biological drug products, the company really needs to retain its workers.

The results of this study are expected to add insight into the effect of perceived supervisor support on turnover intention mediated by work life balance and work engagement. In addition, this research can be an input to build a better and more effective HR management strategy, especially regarding problems in worker turnover and worker work engagement.

2. THEORETICAL FRAMEWORK

Perceived supervisor support is defined as the extent to which supervisors appreciate the work that workers have contributed and care about their welfare (Eisenberger et al., 2002). According to Feinberg, (2013) , perceived supervisor support can be shown by three behaviors, namely supervisors can assist in setting goals for implementing training, supervisors provide support and assistance in implementing new behaviors, and supervisors provide feedback to assess performance. According to Mohamed & Ali, (2016) perceived supervisor support includes 3 things, namely the supervisor has an attitude of respect and appreciation for the views or ideas of employees, supervision from a supervisor who involves employees to find the best solution for both parties and appreciation by leadership for employee input to improve the organization. The Perceived Supervisor Support theory used in the study refers to the research of (Xu et al., 2021). In this study, perceived supervisor support is supervisor support in the form of career guidance, challenging tasks, and performance feedback to promote career development. Perceived supervisor support includes three dimensions, namely the supervisor's concern and interest in his employees' career aspirations including providing information related to career opportunities, support for performance by praising good work performance including providing performance feedback and providing useful suggestions for improving performance, and support for encouraging the development of new skills.

Work life balance is a condition where there is a balance of work and personal life (Lockwood, 2003). According to Greenhaus et al., (2003) work life balance has three dimensions, namely the balance of time spent between work and non-work, the balance of involvement which refers to equal psychological effort and embedded presence, and the balance of satisfaction which refers to satisfaction expressed in the areas of work and family. According to (Leal Filho et al., 2021) in his book, work life balance is a balance of work life and personal life. Workers can achieve work-life balance if the worker is happy with work and personal life. Work life balance is not something that can be found but something that must be developed by making various choices. The Work Life Balance theory used in the study refers to Keeney et al., (2013) where work life balance is an effort made by individuals to balance two or more roles that are lived in relation to time, energy, goal achievement and pressure. According to this theory, there are four dimensions of work life balance, namely Work Interference with Personal Life (referring to the extent to which work can interfere with an individual's personal life), Personal Life Interference with Work (the extent to which an individual's personal life interferes with their work life), Personal Life Enhancement of Work (the extent to which a person's personal life can improve individual performance in the world of work), and Work

Enhancement of Personal Life (the extent to which work can improve the quality of an individual's personal life).

Work engagement can be defined as a satisfying work-related state of mind characterized by passion, dedication, and absorption (Schaufeli & Bakker, 2004). According to Lockwood, (2003) work engagement has three dimensions, namely talking about positive things about the organization to colleagues and referring the organization to potential employees and customers, having a strong desire to become a member of the organization despite the opportunity to work elsewhere and giving hard efforts to contribute to the company's business success. According to Faderman, (2009) workers who have high work engagement will have the characteristics of focus in completing a job, feeling themselves part of a team and something bigger than themselves, feeling capable and not feeling a pressure in making a leap in work and working by bringing change. The Work Engagement theory used in this study refers to Schaufeli & Bakker, (2004), who found that work engagement has three aspects, namely enthusiasm/vigor (enthusiastic behavior, eager to work, ignoring the surrounding environment, and can complete their work to completion in a timely manner and have perseverance in facing difficulties), dedication (striving for the best to carry out their work, considering the work they do is very important and inspires them so that it then creates a feeling of pride in themselves), and absorption (full concentration on work, feeling happy and happy in their work so that they often find it difficult to break away from their work).

Turnover can be defined as the willingness of workers to voluntarily and permanently quit their jobs (Price, 2001). According to (Carmeli & Weisberg, 2006), the term turnover intention refers to three elements, namely thoughts about quitting a job, the intention to look for another job, and the intention to quit the current job and organization. This is also in line with the theory put forward by Gamble & Huang, (2013) According to this theory, workers who have turnover intention have three characteristics, namely thoughts of leaving the company caused by various factors, the desire to look for new job vacancies, and the desire to leave the organization in the coming months. Turnover Intention theory used in this study refers to (AlBattat et al., 2013) who defines turnover as the cessation of an individual's membership in an organization, by receiving monetary compensation from the organization. In this theory, there are three dimensions that can be used as a measuring tool for turnover intention, namely thinking of quitting (describing individuals who have thoughts of leaving work or staying in their current work environment), search for alternatives (individuals have the desire to look for work in other companies), and intention to quit, (reflecting individuals who intend to leave).

Research Model

In this study, there are four variables used, namely one independent variable, namely perceived supervisor support (PSS), one dependent variable, namely turnover intention (TI), and two mediating variables, namely work life balance (WLB) and work engagement (WE).

Yeosock, (2020); Kissi et al. (2023); and Yucel et al. (2021) conducted research on the effect of perceived supervisor support on turnover intention mediated by work engagement. (Yeosock, 2020) study mentioned that perceived supervisor support has a negative influence on turnover intention, so that workers who consider their supervisors to be more supportive of them are less likely to intend to leave their organization. PSS is positively related to WE. Then WE are negatively related to IT after controlling for PSS. In terms of work engagement, it also has a negative influence on TI, thus the more workers are engaged in their work, the less likely they are to intend to leave their jobs. Thus, the hypotheses examined based on these research references are as follows:

H1: There is a significant effect of perceived supervisor support on turnover intention.

H3: There is a significant effect of perceived supervisor support on work engagement.

H5: There is a significant effect of work engagement on turnover intention.

H7: Work Engagement mediates the effect of perceived supervisor support on turnover intention.

Other research used is research by Jaharuddin & Zainol, 2019 on the effect of work life balance (WLB) on job engagement and turnover intention (TI). In this study, job engagement refers to work engagement because researchers used the Utrecht Work Engagement Scale measuring instrument (Schaufeli & Bakker, 2004). The higher the WLB experienced by the individual, the more engaged with their work. WLB also has a significant negative direct effect on turnover intention. Work-life balance plays an important role in minimizing the intention to quit among them. In addition, there is a negative influence between employee job engagement and employee turnover intention. Thus, the hypothesis studied based on these research references is as follows:

H4: There is a significant effect of work life balance on turnover intention.

H8: Work life balance together with work engagement mediate the effect of perceived supervisor support on turnover intention.

According to Kaur & Randhawa's research (2021) which examines the role of employee engagement (EE) and work life balance (WLB) in the relationship between perceived supervisor support (PSS) and turnover intention (TI), the results show that there is a negative relationship between PSS and TI. The employee engagement variable mediates the relationship between PSS and TI. And the WLB variable mediates the relationship between PSS and IT. Workers who

work in a positive and balanced manner will lead to satisfaction with their work, which in turn will discourage the intention to leave the company. Thus, the hypothesis studied based on these research references is as follows:

H2: There is a significant effect of perceived supervisor support on work life balance.

H6: Work life balance mediates the effect of perceived supervisor support on turnover intention.

The relationship between the four variables can be seen in the research model below (see Figure 1).

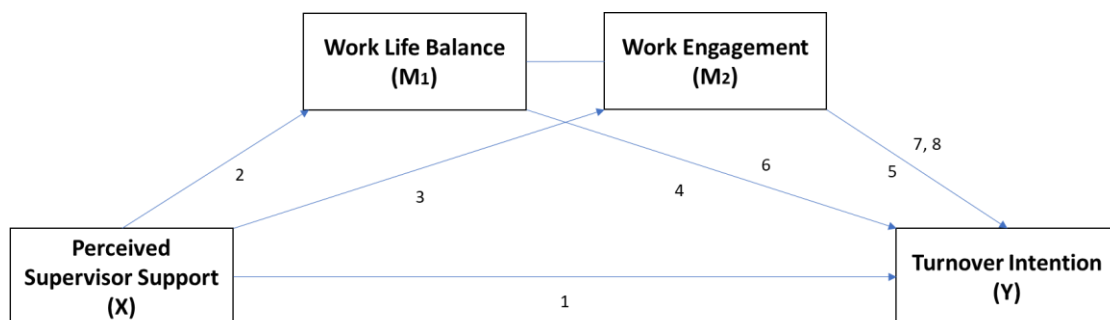


Figure 1. Research Model

3. RESEARCH METHODOLOGY

The research was conducted on employees at a pharmaceutical manufacturing company in Indonesia located in Cikarang in 2023. The data source used in this study is classified as primary data, because it was obtained through a survey method through the distribution of questionnaires to respondents using google forms media. Data collection was carried out through a questionnaire using a Likert measurement scale. The variables to be studied using this Likert scale include perceived supervisor support, work life balance, work engagement and turnover intention. The Likert scale weights used are Strongly Agree (5), Agree (4), Disagree (3), Disagree (2), and Strongly Disagree (1).

Population and Research Sample

The population in this study were all workers with permanent employee status who worked in one of the pharmaceutical manufacturing companies in Indonesia. The sampling technique used is non-probability sampling, more precisely using the purposive sampling method. According to Rahman et al. (2022), purposive sampling is a sampling technique with certain considerations. This method was chosen because the selection of population members who became samples was based on criteria that had been planned by the researcher, namely the

status of permanent employees with a minimum work period of 1 (one) year. In terms of determining the number of samples, this study will use the Slovin formula, namely:

$$n = \frac{152}{1 + 152 (5\%^2)} = 110$$

Based on the above calculations, it can be seen from the total population of 152 employees, the total sample used is 110 employees.

Operational Definition

Perceived Supervisor Support uses the operational definition of the extent to which supervisors value the work that workers have contributed and care about their welfare. The items used are adapted from the theory used in the research of (Xu et al., 2021). The total items used were 12 items. Based on all existing items, it can be categorized into three dimensions, namely the supervisor's concern and interest in the career aspirations of his employees, support for performance, and encourage the development of new skills.

Turnover Intention has an operational definition as a quitting decision process consisting of various steps that occur before a worker decides to leave the organization (Mobley, 2011). Researchers used a turnover intention questionnaire from Mobley's research referenced in Mahdi et al. (2012) which has three dimensions, namely thoughts of leaving the company, the desire to find another job and the desire to leave the company.

Work life balance is an independent variable that measures the efforts made by an individual to balance two or more roles that are being carried out (Fisher et al., 2009). Work Life Balance is assessed through a psychometric instrument developed by Fisher et al. (2009) which has sixteen items and includes four dimensions namely Work Interference Personal Life (WIPL), Personal Life Interference Work (PLIW), Personal Life Enhancement of Work (PLEW) and Work Enhancement of Personal Life (WEPL).

Work engagement is defined as a positive and satisfying work-related state of mind characterized by vigour, dedication, and absorption (Schaufeli & Bakker, 2004). Work engagement is assessed through an eight-item scale covered by three dimensions: vigor, dedication, and absorption.

Data Analysis Technique

The data analysis technique used in this study is divided into several stages, namely the validity test using the value of the Pearson Correlation by comparing the calculated r value and the r table value. Then test the reliability with the Cronbach Alpha (α) statistical test and test the model using Process Macro for SPSS by (Hayes, 2017) model 6. Test criteria with the Process Macro Hayes method to see whether there is full mediation or partial mediation in a

study. In data processing on the turnover intention variable, a reverse score is carried out, which means score transformation by reversing the value given by the respondent. For example, on the item "I don't want to look for work elsewhere even though I get a bigger wage", when the respondent gives a Strongly Agree answer (5), then the processing is reversed to a score of 1. This is done because the questions used for the turnover intention variable use positive meanings.

4. RESULT AND DISCUSSION

The pharmaceutical manufacturing company where the research was conducted is the first biological drug product pharmaceutical company in Indonesia which was established in 2014. The company has international standards and provides services in the areas of process development and optimization for mammalian cell culture, producing proteins and monoclonal antibodies for pre-clinical studies and Phase I-III studies for commercial, fill and finish with isolator technology for vials, syringes, and cartridges including disposable pen assembly, blister packaging to final packaging and toll-in quality control services for biological products.

The target sample size was 110 workers, and the number of respondents who completed the questionnaire data was 103 workers (96%). Respondent data consisted of male gender at 45.6% and female at 54.4%. In terms of marital status, 25.2% were married and 74.8% were still unmarried, in terms of length of service, 31.1% had worked for more than five years, 28.1% had worked for 3-5 years, and the rest were less than 3 years. In terms of work functions, there are 11.7% in the research development section, 25.2% in the production section, 37.9% in the quality section and the rest are supporting sections.

Result

The validity and reliability test is presented in Table 1. The validity test is carried out to show the extent to which the measuring instrument measures the variable to be studied. The value of the Pearson Correlation from the validity test results for the question items is lower than 0.05 so that it can be declared a valid measuring instrument. Based on the results of the reliability test that has been carried out, it can be said that all variables studied, namely perceived supervisor support, work life balance, work engagement and turnover intention are reliable, as indicated by the Cronbach Alpha value > 0.60 .

Table 1 also shows the results of the mean score of each variable. The overall Perceived Supervisor Support variable is at an average of 3.63 and lies within the scale range of 3.40 - 3.83. The highest mean score with a value of 3.83 is in the second dimension (support for performance) and the second indicator (providing performance feedback). More specifically in

question 8, namely "My superiors provide useful suggestions to improve my performance". Then the lowest mean score of 3.40 is in the first dimension (superiors' concern and interest in their employees' career aspirations) and the first indicator (making time for career goals and aspirations). More specifically, it is found in the first question, namely "My boss takes the time to learn about my career goals and aspirations".

Overall, the average of the Work Life Balance variable is 3.38 which lies in the scale range of 2.98 - 3.78. The highest mean score of 3.78 is in the third dimension (Personal Life Enhancement of Work) and the first indicator (relationships with coworkers). More specifically, it is found in question 9, namely "My personal life makes my mood better when working with my coworkers." Then the lowest mean score of 2.98 is in the fourth dimension (Work Enhancement of Personal Life) and the second indicator (motivation in personal life). More specifically, it is found in question 16, namely "Because of my work, I am in a better mood at home."

Table 1. Result of the Validity and Reliability Test

Variables	Mean	Pearson Correlations	r table	Sig	Result of Validity Test	Cronbach Alpha	Result of Reliability Test
*PSS 1	3.40	0.857	0.1937	0.000	valid	0.944	reliable
PSS 2	3.45	0.867	0.1937	0.000	valid	0.944	reliable
PSS 3	3.58	0.833	0.1937	0.000	valid	0.945	reliable
PSS 4	3.51	0.764	0.1937	0.000	valid	0.948	reliable
PSS 5	3.67	0.829	0.1937	0.000	valid	0.945	reliable
PSS 6	3.70	0.787	0.1937	0.000	valid	0.947	reliable
PSS 7	3.72	0.834	0.1937	0.000	valid	0.945	reliable
PSS 8	3.83	0.851	0.1937	0.000	valid	0.945	reliable
PSS 9	3.64	0.818	0.1937	0.000	valid	0.946	reliable
PSS 10	3.58	0.771	0.1937	0.000	valid	0.948	reliable
PSS 11	3.72	0.747	0.1937	0.000	valid	0.948	reliable
PSS 12	3.77	0.724	0.1937	0.000	valid	0.949	reliable
**WLB1	3.22	0.740	0.1937	0.000	valid	0.917	reliable
WLB2	3.18	0.779	0.1937	0.000	valid	0.915	reliable
WLB3	3.06	0.767	0.1937	0.000	valid	0.916	reliable
WLB4	3.06	0.767	0.1937	0.000	valid	0.916	reliable
WLB5	3.36	0.778	0.1937	0.000	valid	0.916	reliable
WLB6	3.42	0.705	0.1937	0.000	valid	0.918	reliable
WLB7	3.70	0.721	0.1937	0.000	valid	0.917	reliable
WLB8	3.75	0.730	0.1937	0.000	valid	0.917	reliable
WLB9	3.78	0.604	0.1937	0.000	valid	0.921	reliable
WLB10	3.62	0.459	0.1937	0.000	valid	0.925	reliable
WLB11	3.57	0.504	0.1937	0.000	valid	0.924	reliable
WLB12	3.07	0.766	0.1937	0.000	valid	0.916	reliable
WLB13	3.42	0.620	0.1937	0.000	valid	0.920	reliable
WLB14	3.77	0.556	0.1937	0.000	valid	0.922	reliable
WLB15	3.12	0.732	0.1937	0.000	valid	0.917	reliable
WLB16	2.98	0.719	0.1937	0.000	valid	0.917	reliable
***WE 1	3.63	0.842	0.1937	0.000	valid	0.892	reliable
WE 2	3.63	0.816	0.1937	0.000	valid	0.895	reliable
WE 3	4.28	0.707	0.1937	0.000	valid	0.905	reliable
WE 4	3.93	0.843	0.1937	0.000	valid	0.891	reliable
WE 5	3.49	0.767	0.1937	0.000	valid	0.901	reliable

Continued

WE 6	4.02	0.802	0.1937	0.000	valid	0.896	reliable
WE 7	3.64	0.727	0.1937	0.000	valid	0.907	reliable
WE 8	3.79	0.786	0.1937	0.000	valid	0.898	reliable
****TI1	3.15	0.840	0.1937	0.000	valid	0.954	reliable
TI 2	2.56	0.750	0.1937	0.000	valid	0.957	reliable
TI 3	3.16	0.851	0.1937	0.000	valid	0.954	reliable
TI 4	3.04	0.901	0.1937	0.000	valid	0.952	reliable
TI 5	3.15	0.874	0.1937	0.000	valid	0.953	reliable
TI 6	3.58	0.859	0.1937	0.000	valid	0.954	reliable
TI 7	3.04	0.796	0.1937	0.000	valid	0.956	reliable
TI 8	3.30	0.891	0.1937	0.000	valid	0.952	reliable
TI 9	3.59	0.728	0.1937	0.000	valid	0.958	reliable
TI10	3.46	0.805	0.1937	0.000	valid	0.955	reliable
TI 11	3.42	0.834	0.1937	0.000	valid	0.954	reliable
TI 12	3.30	0.792	0.1937	0.000	valid	0.956	reliable

Note:

- * Perceived Supervisor Support.
- ** Work Life Balance.
- *** Work Engagement
- **** Turnover Intention

The overall average of the Work Engagement variable is 3.80 which lies in the scale range of 3.49 - 4.28. The highest mean score of 4.28 is in the first dimension (vigor/enthusiasm) and the second indicator (feeling like working). More specifically, it is found in question 3, namely "I feel like doing my best work". Then the lowest mean score of 3.49 is in the second dimension (dedication) and the first indicator (enthusiasm for work). More specifically, it is found in question 5, namely "My work is always my inspiration."

Then the overall average of the Turnover Intention variable is 3.23 which lies in the scale range of 2.56 - 3.59. The highest mean score of 3.59 is in the third dimension (desire to leave the company) and the first indicator (career development opportunities). More specifically, it is found in question 9, namely "I don't want to leave this company even though the career I got is not as I expected." Then the lowest mean score of 2.56 is in the first dimension (thinking about leaving the company) and the first indicator (thinking about leaving the company). More specifically, it is found in question 2, namely "I don't want to leave this company in the near future."

The following Table 2 are the results of testing carried out with the Process Macro Hayes method.

Table 2. The result of SPSS Macro Hayes Model 6 testing

Outcome Variable M1

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4165	.1735	94.5564	21.1972	1.0000	101.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	34.4529	4.3668	7.8897	.0000	25.7903	43.1155
X	.4509	.0979	4.6040	.0000	.2566	.6451

Outcome Variable M2

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5687	.3234	16.2582	23.8974	2.0000	100.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	14.7548	2.3021	6.4094	.0000	10.1875	19.3220
X	.1529	.0447	3.4238	.0009	.0643	.2415
M1	.1665	.0413	4.0343	.0001	.0846	.2483

Outcome Variable Y

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6109	.3732	65.9473	19.6453	3.0000	99.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	80.0802	5.5070	14.5416	.0000	69.1532	91.0073
X	-.1735	.0951	-1.8244	.0711	-.3621	.0152
M1	-.2674	.0896	-2.9838	.0036	-.4452	-.0896
M2	-.6357	.2014	-3.1563	.0021	-1.0353	-.2361

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.1735	.0951	-1.8244	.0711	-.3621	.0152

Indirect effect of X on Y

	Effect	BootSE	BootLLCI	BootULCI
Total	-.2655	.0650	-.3984	-.1457
Indi1	-.1205	.0508	-.2220	-.0232
Indi2	-.0972	.0439	-.1946	-.0220
Indi3	-.0477	.0239	-.1027	-.0125

Indirect effect key:

- Ind1 X → M1 → Y
- Ind2 X → M2 → Y
- Ind3 X → M1 → M2 → Y

Based on the results of the table above, the model test results can be obtained in Figure 2 as follows:

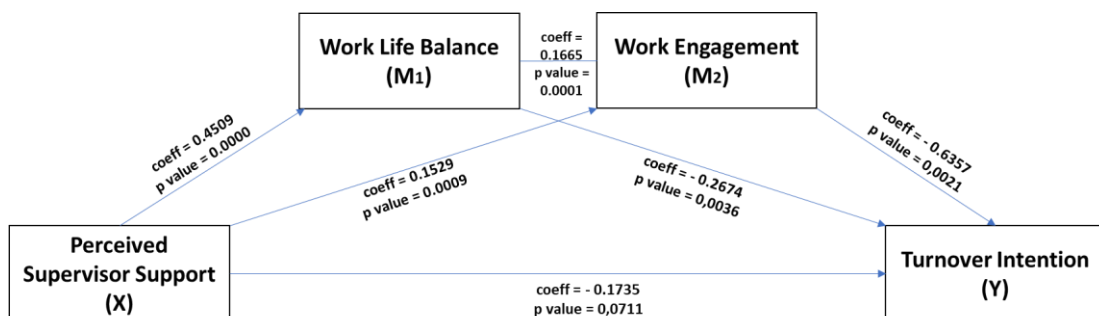


Figure 2. Test Results of Model 6

Based on the coefficient value obtained from the SPSS Process Macro Hayes test results, it can be concluded that:

The PSS variable has a coefficient of - 0.1735 with a negative direction on IT, which means that there is an unidirectional relationship between PSS and IT. If PSS increases by 1 unit, IT will decrease by 0.1735, and vice versa. Based on the existing results because the p value of PSS to TI = 0.0711 > 0.05, it is concluded that the Perceived Supervisor Support variable has no significant effect on Turnover Intention, thus H1 is rejected.

The PSS variable has a coefficient of 0.4509 with a positive direction on WLB, which means that there is a unidirectional relationship between PSS and WLB. If PSS increases by 1 unit, WLB will increase by 0.4509, and vice versa. Because the p value of PSS to WLB = 0.0000 < 0.05, it can be concluded that the Perceived Supervisor Support variable has a significant effect on Work Life Balance, and thus H2 is accepted.

The WLB variable has a coefficient of -0.2674 with a negative direction on TI, which means that there is an unidirectional relationship between WLB and TI. If WLB increases by 1 unit, TI will decrease by 0.2674, and vice versa. Because the p value of WLB to TI = 0.0036 < 0.05, it can be concluded that the Work Life Balance variable has a significant effect on Turnover Intention, and thus H4 is accepted.

The PSS variable has a coefficient of 0.1529 with a positive direction towards WE, which means that there is a unidirectional relationship between PSS and WE. If PSS increases by 1 unit, WE will increase by 0.1529, and vice versa. Because the p value of PSS to WE = 0.0009 < 0.05, it can be concluded that the Perceived Supervisor Support variable has a significant effect on Work Engagement, and thus H3 is accepted.

The WE variable has a coefficient of -0.6357 with a negative direction on IT, which means that there is an unidirectional relationship between WE and IT. If WE increases by 1 unit, IT will decrease by 0.6357, and vice versa. Because the p value of WE to TI = 0.0021 < 0.05, it is concluded that the Work Engagement variable has a significant effect on Turnover Intention, and thus H5 is accepted.

In addition, the Work Life Balance mediation variable fully mediates between the Perceived Supervisor Support and Turnover Intention variables, and thus H6 is accepted. This can be seen from the results that the PSS variable has no significant effect on IT, the PSS variable has a significant effect on WLB, and the WLB variable has a significant effect on IT. The direct effect has no significant effect because the p value is 0.0711 > 0.05.

Work Engagement mediation variable fully mediates between Perceived Supervisor Support and Turnover Intention variables, and thus H7 is accepted. This can be seen from the PSS variable which has no significant effect on IT, the PSS variable has a significant effect on

WE and the WE variable also has a significant effect on IT. The direct effect does not have a significant effect because the p value is $0.0711 > 0.05$.

The two mediating variables, namely Work Life Balance and Work Engagement, fully mediate between the variables of Perceived Supervisor Support and Turnover Intention, and thus H8 is accepted. This is indicated by the PSS variable which has no significant effect on IT, the PSS variable has a significant effect on WLB, the WE variable also has a significant effect on IT. The direct effect has no significant effect because the p value is $0.0711 > 0.05$. In addition, from the results it is also known that the coefficient value of WE on TI (-0.6357) is greater than the coefficient of the WLB variable on TI (-0.2674), as well as the mean score value of WE (3.80) which is higher than the mean score of the WLB variable (3.38) so that it can be said that the WE variable plays a stronger role in reducing TI than the WLB variable.

Discussion

Based on the results of hypothesis testing, it shows that the Perceived Supervisor Support (PSS) variable has no effect on Turnover Intention (TI) with a significant value (0.0711) which is greater than 0.05. This result is different from the research conducted by Yeosock, (2020) which shows that PSS has a negative influence on TI, so that workers who think their supervisors are more supportive of them are less likely to intend to leave their organization. This finding is in line with the findings of (Astuti & Helmi, 2021) who found that PSS does not affect IT. The results of this study indicate that PSS must be accompanied by other variables to order to influence IT. This is in line with the research of Maertz Jr et al. (2007) where to reduce the level of IT, it is necessary to have PSS through organizational support and normative commitment. The same thing happened also found in research conducted by Kurtessis et al., (2017), namely PSS affects IT if organizational support increases.

The Perceived Supervisor Support (PSS) variable affects Work Life Balance (WLB) with a significant value of 0.0000 less than 0.05. The results of this study are in line with Rosula, (2023) research on the role of PSS on WLB and employee satisfaction. In this study, it shows that the support provided by supervisors to workers can lead to the formation of work-life balance. Companies that have sufficient support from supervisors to their employees will encourage the creation of work-life balance.

Perceived Supervisor Support (PSS) variable affects Work engagement (WE) with a significant value of 0.0009 smaller than 0.05. The results of this study are supported by (Yeosock, 2020), which shows that PSS is positively related to WE. High PSS can have a positive impact on workers' WE. Support provided by superiors can increase workers' motivation, self-confidence, organizational commitment, and job satisfaction. Therefore, it is

important for organizations and supervisors to pay attention to and help develop positive PSS levels to improve workers' WE.

The Work Life Balance (WLB) variable has a negative and significant effect on Turnover Intention (TI) with a significant value of 0.0036 less than 0.05. The results of this study are in line with the results of (Jaharuddin & Zainol, 2019) research on the effect of Work Life Balance (WLB) on job engagement and Turnover Intention (TI). The higher the WLB experienced by individuals, the more involved they are with their work. WLB also has a significant negative direct effect on IT. The study suggests that WLB has a significant negative direct effect on IT. Work-life balance plays an important role in minimizing the intention to quit among them. Therefore, it is important for HR departments to manage the WLB of their employees as it can have a positive impact and benefits, such as attracting more potential new hires, reducing absenteeism, and improving employee performance and engagement and most importantly minimizing the intention to quit.

Work engagement (WE) variable has a negative and significant effect on Turnover Intention (TI) with a significant value of 0.0021 smaller than 0.05. The results of this study are in line with research conducted by Gupta & Shaheen (2017) where the results of the study found that WE have a negative relationship with IT. If workers have high, WE turnover intention in workers will be lower. Workers who have high WE tend to have low intentions to leave the organization and show positive behavior such as maintaining enthusiasm in completing work, totality and seriousness in solving problems related to their work, persisting in completing work despite difficulties.

Work Life Balance (WLB) variables fully mediate between the effects of Perceived Supervisor Support (PSS) on Turnover Intention (TI). The results of this study are in line with Kaur & Randhawa (2021) research which examines the role of employee engagement and work life balance in the relationship between perceived supervisor support and turnover intention. The WLB variable which consists of two dimensions (WIPL and WPLE) mediates the relationship between PSS and TI. If supervisors provide space for workers to maintain a balance between work and family life, they have a lower intention to leave their jobs. In order to control IT, it is important for organizations to engage supervisors to support WLB. Policies that support work flexibility, balanced workloads, and open communication between supervisors and subordinates can help reduce turnover intentions.

The Work Engagement (WE) variable fully mediates between the effects of Perceived Supervisor Support (PSS) on Turnover Intention (TI). The results of this study are supported by research conducted by Yeosock (2020) regarding the effect of PSS on IT which is mediated by WE. Workers who receive supervisor support will deepen the exchange relationship between workers and their superiors. Workers tend to feel obliged to reciprocate with positive attitudes

and or treatment, namely by getting more involved in their work, which in turn can reduce their chances of intending to leave their jobs.

Work Life Balance (WLB) variables together with Work Engagement (WE) fully mediate the effect of Perceived Supervisor Support (PSS) on Turnover Intention (TI). As explained above, this mediation result is in line with research conducted by Yeosock, 2020) regarding the effect of PSS on IT which is mediated by WE and research by Kaur & Randhawa (2021) which found that WLB mediates the relationship between PSS and IT. Thus, to reduce IT, it is necessary to build the WLB and WE aspects of workers. Moreover, from the information above, the WE variable tends to play a stronger role in reducing TI than the WLB variable.

Managerial implications

From the research findings obtained in the first dimension of the PSS aspect, namely the concern and interest of superiors in the career aspirations of their workers, with the first indicator, namely making time for career goals and aspirations, has the lowest mean score value. This shows that superiors are less concerned about the career aspirations of their workers. Thus, supervisors are deemed necessary to increase this concern by spending more time learning about the career goals and aspirations of their workers. On the other hand, in the second dimension, namely the perception of superiors to support performance, specifically providing performance feedback to their workers, is felt to be good, so it needs to be maintained. In other words, workers expect that their superiors can continue to provide performance feedback.

In the WLB variable, the dimension of one's personal life can improve individual performance in the world of work, there are indicators in the form of a supportive work atmosphere to achieve performance, the condition of individual relationships with coworkers, and associations in the company. From the research results, it was found that the relationship with coworkers was felt to be good so that it needed to be maintained. This means that workers need to take care of their personal lives to order to create a supportive mood when working with coworkers. On the other hand, in the fourth dimension, the extent to which work can improve the quality of individual personal life, specifically in the indicator of motivation in personal life, is still the lowest and needs to be improved. This means that employers need to pay attention to the motivation of the personal life of their workers and pay attention to the work given so that the work they do can encourage a better mood when at home. In addition, based on the phenomenon of the problem found, there is a need for improvement from the employer in terms of equalizing the workload of their workers. Workers with excessive and high levels of workload tend to lose the balance between their work and their lives. This makes workers with high levels of workload experience a crisis of work-life balance.

What also needs attention from superiors is the WE aspect of the dedication dimension with the indicator of enthusiasm for work. Bosses need to pay attention to the enthusiasm of their workers at work. This aims to encourage their workers to be able to work enthusiastically so as to create work conditions to inspire their workers. On the other hand, in the spirit dimension, which is reflected in the indicator of feeling like working, it can be said to be good, so it needs to be maintained. In this case, workers feel that they want to do their best work so that superiors need to support these conditions.

In the IT aspect of the third dimension, namely the desire to leave the company with the indicator of career development opportunities, shows the highest mean score. Bosses are still deemed necessary to continue to strive to create career development opportunities for their workers considering that based on the results of the study there were still 11.7% of the sample of workers who still had the desire to leave the company because they had not received career opportunities according to workers' expectations. In addition, employers also need to pay attention to the dimension of thinking about leaving the company more specifically on the indicator of workers who are thinking of leaving the company in soon. The results showed that 54.4% of workers had a tendency to leave the company in soon. Therefore, superiors need to anticipate immediately to suppress the situation of workers who want to leave the company in soon. This of course also needs to be a priority for superiors considering the level of tendency is quite high because it can risk the continuity of the work process and company productivity.

5. CONCLUSION AND SUGGESTION

Conclusion

Some conclusions that can be drawn from this research are that there is no significant influence of the Perceived Supervisor Support variable on Turnover Intention. There is a significant and negative influence of the Perceived Supervisor Support variable on Work Life Balance. There is a significant and positive influence between the Perceived Supervisor Support variable and Work engagement. There is a significant and negative influence between the variable Work Life Balance on Turnover Intention. There is a significant and negative influence between the variable Work engagement on Turnover Intention.

In addition, the Work Life Balance variable fully mediates the effect of Perceived Supervisor Support on Turnover Intention. Work Engagement variable fully mediates between the influence of Perceived Supervisor Support on Turnover Intention. Work Life Balance variables together with Work Engagement fully mediate between the effects of Perceived Supervisor Support on Turnover Intention.

Suggestion

The company, in this case the HR department, needs to create a leadership program to encourage superiors to build concern for their employees' career aspirations and build employee enthusiasm. Superiors need to take the time to learn about the career goals and aspirations of their employees. In addition, workers can feel enthusiastic at work because the work provides value, can provide inspiration for themselves, and especially can provide pride.

Companies need to pay special attention to the work-life balance aspect. One way that can be done is to create a counseling program for workers. Counseling programs can be a medium to help workers so that they get alternative assistance for workers' personal lives, specially building motivation in personal life such as being able to overcome problems related to personal affairs and having a good mood at home. It is also recommended that the company implement a workload analysis project to review the work activities in each position and man power needs to get an equal distribution of work and create a balance of work and rest time for workers. In addition, the company needs to provide recognition or appreciation for the hard work of its workers by providing opportunities for employees to achieve their careers or create career opportunities for their workers.

For future researchers, researchers are expected to add other factors that influence turnover intention, for example by adding other variables that are more specific and have the potential to influence turnover intention such as career development, workload, and compensation & benefits.

Research Limitations

In this study, there are limitations that make this writing less than perfect, namely the sampling method used is not random but non-probability sampling using certain criteria (purposive sampling) so that the research results cannot be generalized to sectors outside pharmaceutical manufacturing.

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