

Unveiling Workplace Dynamics: The Impact of Supervisor Support on Job Satisfaction and Turnover Intention

**Jafri Nurhamsyah Said¹,
Muzakki²**
Universitas Airlangga, Indonesia¹
Universitas Wijaya Putra, Indonesia²

Correspondence
muzakki@uwp.ac.id

Received Mar 13, 2024
Revised Aug 19, 2024
Accepted Aug 22, 2024
Published Aug 25, 2024

DOI [10.35917/tb.v25i1.478](https://doi.org/10.35917/tb.v25i1.478)



Copyright © 2024 Authors.
This is an open-access
article distributed under the terms of
the Creative Commons Attribution
License.

Abstract

This research investigates the impact of supervisor support on job satisfaction and turnover intention in the workplace. Supervisor support is considered a key factor in creating a positive work environment and motivating employees. The study involves the analysis of direct effects of supervisor support on job satisfaction and its influence on employee turnover intention. The research methodology includes surveys and data analysis from respondents PT. Polywood Industry Sinar Wijaya Surabaya. Statistical analysis results show a positive relationship between supervisor support and employee job satisfaction. These findings illustrate that supervisors who provide effective support tend to enhance employee job satisfaction in the workplace. Furthermore, the study explores the mediating role of job satisfaction in the relationship between supervisor support and employee turnover intention. Mediation analysis results indicate that job satisfaction partially mediates the positive impact of supervisor support on turnover intention. This suggests that through the enhancement of job satisfaction, supervisor support can effectively reduce employees' desire to quit their jobs. In conclusion, these findings imply the crucial role of supervisor support in increasing employee job satisfaction and reducing turnover intention. The practical implications of this research suggest that organizations can enhance efforts to improve supervisor support as a strategy to minimize turnover intention and enhance employee job satisfaction. The study provides in-depth insights into the dynamic how support from supervisors affects job satisfaction and the desire to leave the company in today's modern work environment.

Keywords: Supervisor support, job satisfaction, turnover intention

Introduction

Banmairuoy et al. (2022) asserted that companies capable of retaining their human resources and prospective employees are more successful in driving change, achieving and enhancing company performance, and maintaining competitive advantage. Currently, employees are considered to be one of the most valuable assets of a company, leading to investments in various methods to support employees (Šebestová & Popescu, 2022). According to Kanchana and Jayathilaka (2023), companies nowadays devote more time and effort to identifying individuals suitable for their organisation. Consequently, businesses and organisations strive to protect their staff members and employees to prevent turnover. One reason, as highlighted by Gelard and Rezaei (2016), is that recruiting individuals consumes time and money without guaranteeing strong performance or increased productivity from new hires.

Based on the latest data released by scopus.com (2024), it is said that topics related to turnover intention have received a lot of attention from various academic circles in the world (as seen in Figure 1 and Figure 2).

Documents by year

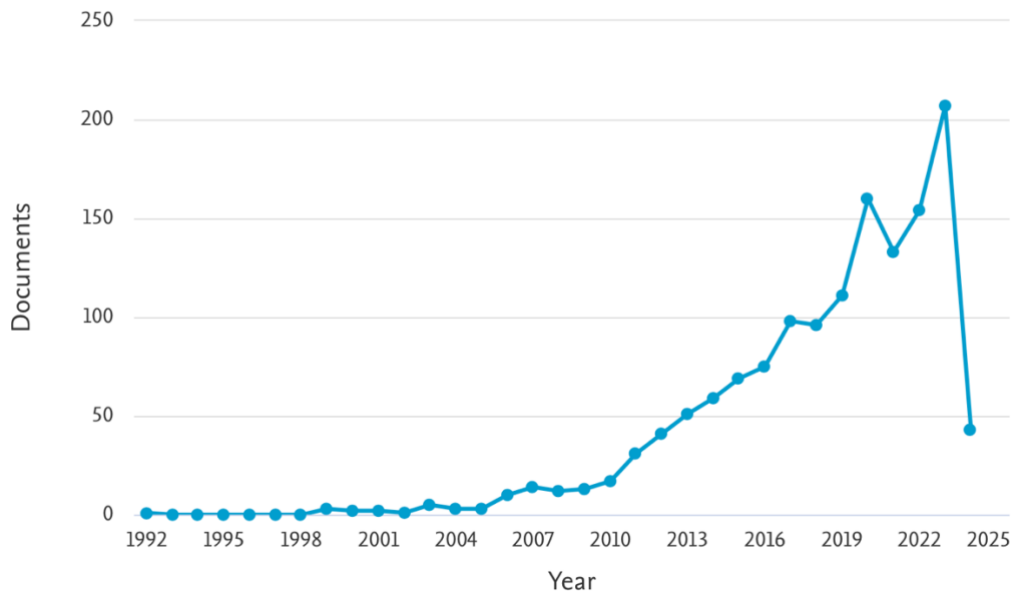


Figure 1. Trends in turnover intention studies from 1992 to 2025
Source: Scopus (2024)

Documents by country or territory

Compare the document counts for up to 15 countries/territories.

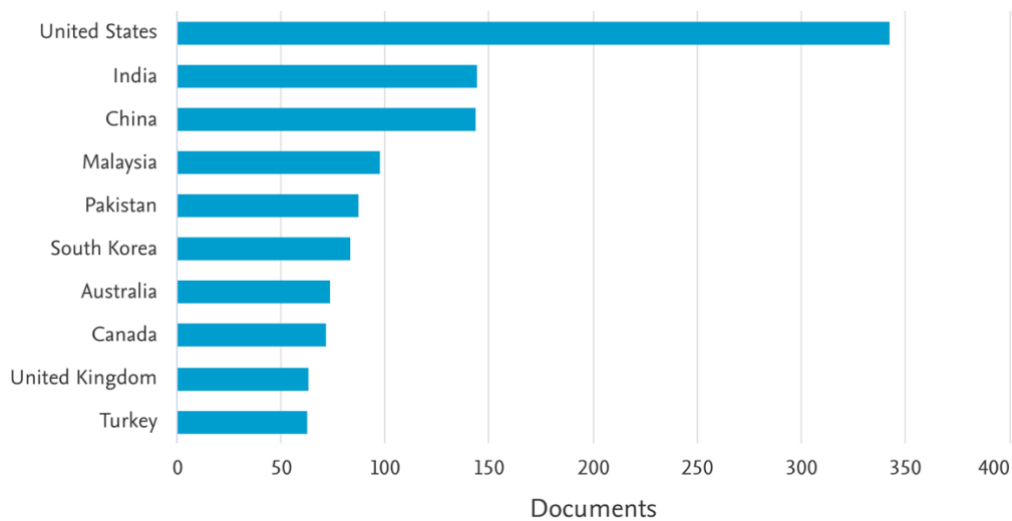


Figure 2. Top 15 countries conducting turnover intention studies
Source: Scopus.com (2024)

Based on the findings of previous research, extensive investigations have been conducted to explore turnover intention, particularly in developed countries such as the United States, India, and China, as depicted in Figure 2. However, research on this topic remains limited within the context of developing countries, including Indonesia. Despite facing limitations such as economic and social factors (Wynen et al., 2014) when studying job turnover intention in developing countries, variations in worker welfare, labor rights, and employment policies can significantly influence workers' motivation and inclination to change positions. Another study suggests considering the optimization of leadership as an important alternative for mitigating

employee turnover intention, highlighting leadership styles such as authentic leadership (Azanza et al., 2015), servant leadership (Muzakki and Heryyanto, 2023; Zheng et al., 2023), and transformational leadership (Diko and Saxena, 2023), as well as supervisor support (Kissi et al., 2023; Xiaolong et al., 2023).

In this study, the focus is on supervisor support, and the crucial rationale behind this lies in the fact that supervisor support provides resilience at the individual level (Ha et al., 2024). When an employee feels supported and recognized by their immediate supervisor, they are more likely to develop emotional attachment to their job and the company, reducing the likelihood of turnover (Chami-Malaeb, 2022).

Several studies have investigated ways in which businesses can ensure employee satisfaction and well-being in their work environment. According to Li and Yao (2022) and Xu et al. (2023), effective management of employees is crucial to prevent turnover intention, which can significantly impact an organisation by causing decreased productivity, motivation, and employee performance (Narpati et al., 2020; Rahman, 2020). The negative consequences extend to various aspects of the organisation. According to Park et al. (2018), managing turnover intention is becoming increasingly challenging for businesses in the current business environment. Unique methods are required to address this challenge, as evidenced by the study by Jung et al. (2020). One such strategy involves organisational support, particularly through supervisor assistance. For example, Kang et al. (2015) found that increased supervisor support leads to higher employee satisfaction, ultimately resulting in a reduced number of employees wanting to leave their positions. According to Gordon et al. (2018), when supervisors provide support to their staff, it strengthens their commitment to the company, and employees feel motivated to continue working under their leadership. Importantly, their research findings suggest that companies can enhance employee support mechanisms through management training and employee feedback on supervisor assistance.

Other studies also indicate that supervisor support can impact the efficiency and effectiveness of an organisation (Iqbal et al., 2020). Additionally, according to Talukder (2019), further research strengthens the notion that supervisor support is associated with increased satisfaction and commitment. Consequently, this underscores the importance of supervisor support in improving organisational outcomes. Effective supervision creates a comfortable environment for employees, encouraging them to learn and develop their skills, ultimately minimising their intention to leave the workplace.

Similar to previous research (Iqbal et al., 2020), this study also investigates the impact of job satisfaction on the relationship between supervisor support and employees' desire to leave their current positions. There is enough evidence suggesting that job satisfaction significantly influences employee turnover intention. According to Kmiecik (2023), managers and supervisors can cultivate high levels of job satisfaction among their employees by dedicating themselves to providing challenging and satisfying tasks. According to Lee et al. (2019), job satisfaction is defined as a positive emotional response to a specific job. However, as noted by Lim et al. (2017), job satisfaction significantly influences the desire to leave one's current position. Lambert et al. (2001) found that a positive work environment increases employees' job satisfaction, directly impacting employee turnover intention. This study, conducted in developing countries such as Indonesia, adds a different perspective compared to previous research conducted in developed countries, as it explores the direct and indirect relationships between supervisor support, job satisfaction, and turnover intention. Therefore, this research aims to investigate these relationships in a developing country, contributing academically and practically to the existing literature on supervisor support, job satisfaction, and employee turnover intention. Finally, this study provides a practical contribution by urging supervisors to listen and provide psychological support to employees, acknowledging their individual

needs and challenges, and providing resources to help employees cope with work-related stress and pressure.

Literature Review and Hypotheses

Turnover Intention

Tett and Meyer (1993) reported turnover as the termination of a person's employment with a particular organisation. Turnover intention according to Hollinshead and Orsi (2023) is an employee's intention or the tendency of workers to freely quit their jobs or switch from one workplace to another on the basis of their own will and consent. Turnover according to experts, turnover can be divided into several types, namely voluntary turnover and involuntary turnover (voluntary and involuntary turnover). As stated by Belete (2018), when an employee leaves his job and organization of his own accord, this turnover is called voluntary turnover. As quoted by Belete ((2018), voluntary turnover incurs quite large costs.

Iles (2001) further distinguished between functional turnover and dysfunctional turnover regarding voluntary turnover. The departure of an effective actor is referred to as dysfunctional turnover, whereas the exit of an actor who performs below expectations is referred to as functional turnover. The term "dysfunctional turnover" can be further divided into "avoidable turnover", i.e. preventable turnover (caused by reduced remuneration, poor working conditions, etc.), and "unavoidable turnover", i.e. turnover that the organisation has little control over (such as moving families, severe illness, death, etc.). The practise of management deciding to force people to leave their jobs is meant by the term "forced turnaround" (Belete, 2018).

According to Popa et al. (2023), the results of their study revealed that the level of turnover of high employees needs management attention because it is a reflection of low employee loyalty. In addition, according to Mitchellet al. (2022), signs of employee turnover are usually indicators that a business is failing in its efforts to pay attention to its staff members. Therefore, the purpose of turnover must be considered by company management because it can affect the income of the organisation itself. On the other hand, if an organisation has a low turnover rate, there will be fewer employees leaving, which will result in less expenditure for the organisation which in turn will increase its effectiveness and efficiency.

Support Supervisor

According to Eisenberger et al. (2016) an employee's perception of the degree to which the supervisor values their contribution and concern for their well-being can be considered a support supervisor. In accordance with this, Heyns et al. (2022) described supervisor support as a worker's overall opinion of how much the supervisor values their contribution and concern for their health, interests, and well-being. In other words, supervisor support is the perception that employees have regarding the level of attention their supervisor gives them. According to Ibrahim et al. (2019), supervisors and their activities are associated with job satisfaction, employee engagement, organisational citizenship behaviour (OCB), job stress, and employee turnover (Luoh et al., 2014).

According to Eisenberger et al. (2016), social support at the workplace may result in good attitudes and views about the organisation, which can be beneficial for both employers and workers if implemented properly. According to Mearns and Reader (2008), workers who receive support from their direct supervisors have more positive impressions of the organisation they work for. This is because supervisors can act as agents of the organisation to evaluate the contribution of employees to the organisation and provide appropriate rewards (Haynie et al., 2022). Supervisor support can also significantly reduce workplace drift (Cha & Carrier, 2016). In addition, employee perceptions of support in the workplace and work environment can affect the relationship between employees and the organisation and the

provision of these benefits is usually found in successful organisations with the expectation of attracting and retaining employees (Cha & Carrier, 2016). However, if employees do not receive organisational support, in the form of support from low supervisors, this can have adverse implications in the future for the organisation (Yousuf et al., 2022). So, with this social support in the workplace in this case, a direct supervisor is essential to pay attention to with the consideration that the organisation will get positive things from this form of support.

Managers who act with integrity have been proven to foster employee trust (Kang et al., 2015). Employees may view the manager's support activities, such as listening to disagreements, informing employees of options, implementing employee-focused procedures, relaying company information (Ibrahim et al., 2019), offering feedback, and motivating employees to move forward on their own (Terán-Cázares et al., 2019). In addition, employees often see their supervisors as proxies of the organisation (Eisenberger et al., 2016), which can lead them to perceive positive or negative people and environments. In a study, it is asserted that high supervisor support can provide higher employee satisfaction and reduce their turnover intention rates. Therefore, the hypothesis for this research is as follows:

H1: Supervisor support has a significant positive effect on job satisfaction.

H2: Supervisor support has a significant negative effect on turnover intention.

Job Satisfaction

Onyebuchi et al. (2019) explained that employees' emotional states, whether positive or negative, depend on how they perceive their work. This perception is known as job satisfaction. Amen (2021) described job satisfaction as the overall attitude an individual has toward their job. According to Loan (2020), employees who are dissatisfied with their work environment generally have negative attitudes toward their job, while those who are satisfied tend to have positive attitudes. Davidescu et al. (2020) found that job satisfaction occurs when employees compare their expectations of the job with what they actually receive from it.

Job satisfaction refers to an individual's positive emotional reaction to a particular job. Job satisfaction is considered to play an important role in the intention to move employees (Iqbal et al., 2020). In general, individuality is essential to the concept of job satisfaction. According to the value system that applies to the individual, the individual will experience different levels of satisfaction from others. The reason for this is that everyone is unique. The more parts of the job that match the person's wishes, the greater the level of pleasure felt by the individual. If the employee's job satisfaction is taken into consideration, then the employee will try his /her best to get what is desired and anticipated at work. In addition, if the company strives to ensure that its workers are satisfied with their work, those workers will be more engaged in their work, which in turn will have an impact on their productivity (Garmendia et al., 2021). In some studies, it is said that employees can be satisfied at their jobs if they receive support from their immediate supervisor (Chou & Robert, 2008; Lawrence & Callan, 2011). Another study reveals that job satisfaction has a negative effect on turnover intention (Mitchell et al., 2022; Mahayasa et al., 2023). Job satisfaction can also mediate the relationship with supervisor support, which can reduce employee turnover intention (Metete et al., 2021; Disque, 2020). Therefore, the hypothesis for this research is as follows:

H3: Job satisfaction has a significant negative effect on turnover intention.

H4: Job satisfaction mediates the influence of Supervisor support on job satisfaction.

Research Method

Quantitative research was used as an investigative technique. Quantitative research is a form of inquiry that focuses on testing hypotheses using measurable data to conclude. This research will focus on PT. Sinar Wijaya Polywood Surabaya, which has 68 employees, will be used as

the sample population. This study uses census sampling. This technique is a method in which all members of the relevant population are used as samples in the study, not just a portion of the population. In this approach, every individual or unit in the population is included in the data collection, so that no one is left behind and the results reflect the overall state of the population very accurately. An analysis method known as partial least squares (PLS) is used. This approach is used because it is very powerful, can be used for all different scales of data, does not require large amounts of assumptions, and the sample size does not have to be too large to be effective. In addition to being able to be used for theoretical confirmation, PLS can also be used for statement testing and connexion construction in situations where there is no theoretical foundation (Ghozali and Fuad, 2008).

The operational definitions used for each variable in this study areas follows: support supervisor is defined as an employee's perception of the quality of support of their direct leader (direct supervisor) (Steinhardt et al., 2003). Support supervisors are measured through four indicators adopted from Malik and Noreen (2015) and Eisenberger et al. (2016): supervisor care about the opinions of employees, supervisor deeply concerned with employee welfare, supervisors consider employee goals and values, and supervisor care for employees. Job satisfaction is the extent to which a person likes (satisfied) or dislikes (dissatisfied) in the work of an employee. Indicators of job satisfaction adopted from indicators popularised by Spector (1985), some of these indicators include: employees feel satisfied working in this company compared to other jobs; employees are satisfied with this job because it suits them; current work provides employees with the opportunity to optimise abilities; and current work gives hope to the future career development of employees. The last turnover intention is the employee's intention or the tendency of the employee to stop working from his job voluntarily or move from one workplace to another based on his own choice (Hollinshead & Orsi, 2023). Five indicators popularised by Hollinshead and Orsi (2023) measure turnover intention as follows: thinking about leaving the company; wanting to be absent from work; wanting to exit the company in the near future; wanting to try to find a better job; and wanting to leave the company when a better opportunity presents itself.

Results and Discussion

Description of the Respondent

The total number of respondents who participated in this investigation was 68 people, and all of them were workers of PT. Polywood Industry Sinar Wijaya. Table 1 provides information on respondents' demographics, including gender, age, education level, and length of service.

The findings presented in table 1 suggest that the sex of the participants in this study played an important role in determining the frequency distribution. Of the total respondents, 47 (or 69.1%) were men, who made up most participants. While the rest have female, as many as 21 people or 30.9% of the total. The age frequency distribution of respondents showed that there were 28 respondents < 30 years old, which was 41.2%, and there were 26 respondents who were between 31 and 40 years old, which was 38.2%. of the total. Then, in respondents aged between 41 and 50 years there were 10 people equivalent to 14.7%, and in respondents aged > 50 years there were 4 people equivalent to 5.9%. The frequency distribution is related to the marital status of respondents. It can be seen that respondents have been married as much as 47 or 72.1%, while unmarried respondents are as many as 19 or 27.9%. This means that the average employee of PT. Sinar Wijaya Polywood Industries already has a family or married status.

Furthermore, for frequency distribution related to the level of education of respondents, it can be seen that respondents with S1 education level are the dominant respondents, namely as many as 66 respondents with a percentage of 97.1%. Then followed by respondents with diploma and S2 education levels as much as 1 person or 1.5%. Finally, from table 1, it can also

be seen that the frequency distribution is related to the working periode of respondents. It can be seen that respondents with a working period of < 3 years are 26 people or 38.2%, and respondents with a working period of 3-6 years are 17 people or 25%, while employees with a working period of 7 < 10 years are as many as 19 employees or 27,9%. Then for respondents who have a working period of >11 years, which is as many as 6 people or 8.8%.

Table 1. Respondent Demographics

Variable	Sum	Percentage
Gender		
Man	47	69,1%
Woman	21	30,9%
Age		
< 30 years	28	41,2%
Between 31 - < 40 years old	26	38,2%
Between 41 - < 50 years	10	14,7%
> 50 years	4	5,9%
Status		
Marry	47	72,1%
Unmarried	19	27,9%
Education Level		
Associate's degree	1	1,5%
Bachelor degree	66	97,1%
Master degree	1	1,5%
Length of Service		
< 3 years	26	38,2%
3 - 6 years	17	25%
7 - 10 years	19	27,9%
>11 years	6	8,8%

Source: Data processed (2023)

Model Analysis

The assessment of the outer model and the evaluation of the model in both are considerations in the model analysis process. The validity and reliability of the measuring instruments used in the research model will be evaluated as part of the outer model evaluation. Convergent validity, construct validity, and composite reliability tests were used to illustrate the study. Table 2 contains the results of the tests performed on the outer model.

Most of the loading factor values for each indication are greater than 0.5, as shown in Table 2. This shows that the indicators used in this study have statistical validity and can be used in the process of preparing the research design. Therefore, the AVE value of each variable in the analysis model of this study has a strong construct validity value. Specifically, the AVE value is greater than 0.5, indicating that the value has positive significance. Furthermore, all constructs in this study have a Cronbach's alpha value greater than 0.6 and a composite reliability value greater than 0.7; hence, it is possible to state that all constructs are reliable. From this, it can be concluded that each component of the research model has internal consistency in terms of instrument reliability tests.

Table 2. Loading Factors

Items	Loading factors	AVE	CA	CR
JS1	0.793	0.665	0.833	0.888
JS2	0.804			
JS3	0.813			
JS4	0.851			
SS1	0.856	0.661	0.828	0.886
SS2	0.864			
SS3	0.813			
SS4	0.710			
TI1	0.726	0.563	0.807	0.865
TI2	0.768			
TI3	0.721			
TI4	0.775			
TI5	0.759			

Sources: Data processed (2023)

The next step is inner model testing, which attempts to assess the results of hypothesis testing using path coefficient estimates that can be evaluated based on T-statistical values. Specifically, this step tests whether the hypothesis can be rejected or not by using route coefficient estimation. Route efficiency estimation presents an estimated value that, when combined with the results of bootstrapping techniques, represents the relationship between the latent variables in question. If the T-statistics score or value is more than 1.96 and the p-value is less than 0.05 at a significance threshold of 0.05 (5%), then the measurement item used is considered to have a statistically significant result. While the parameter coefficient expresses the magnitude of the influence of independent factors on the dependent variable (Ghozali, 2014; Hair et al., 2021), it also indicates the direction of influence by determining whether the original sample is positive or negative (Ghozali, 2014; Hair et al., 2021). Table 3 displays the findings obtained from the examination of the inner model. According to the findings of the tests conducted on the hypotheses, which are presented in Table 3 and Figure 3, it is possible to state that all hypotheses are acceptable (supported). The discussion section is even more in-depth on this subject.

Table 3. Path Coefficients

	B	T Statistics	P value
Supervisor Support → Job Satisfaction	0.633	8.123	0.000
Supervisor Support → Turnover Intention	-0.383	1.747	0.081
Job Satisfaction → Turnover Intention	-0.087	0.444	0.657
Supervisor Support → Job Satisfaction → Turnover Intention	-0.055	0.425	0.671

Sources: Data processed (2023)

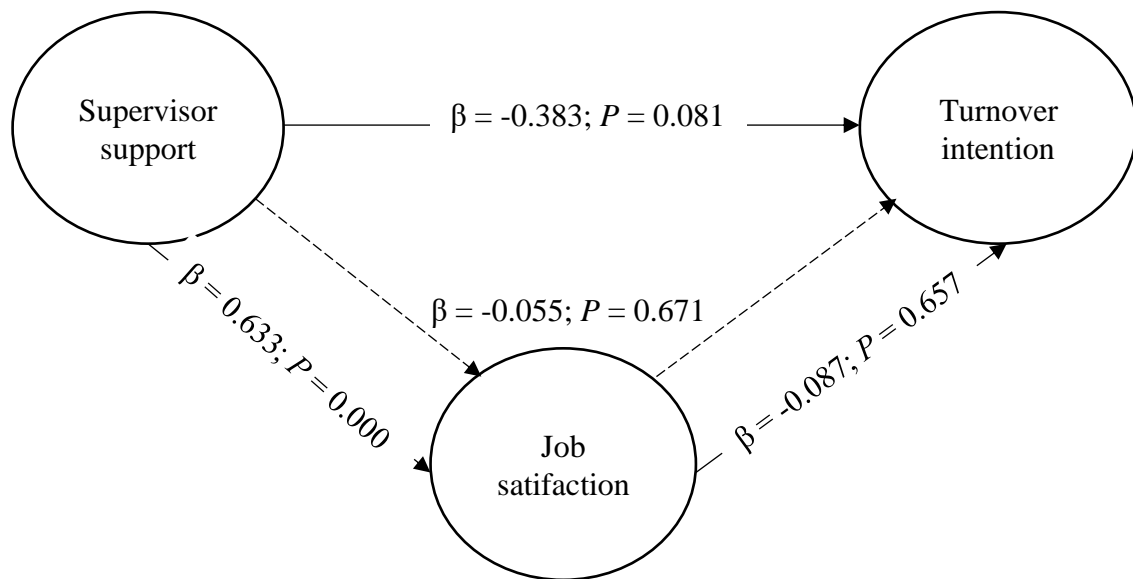


Figure 3. Path Coefficients

Discussion

The findings of the first study revealed that support supervisors have a positive influence on job satisfaction. This means that the form of care and attention given by the supervisor can have a direct influence on job satisfaction. The results revealed that supervisors have always cared about employee opinions and employee welfare, so that employees felt satisfied with the company where they currently work. On the other hand, supervisors also care and consider the purpose of employee existence in this company. With that treatment, employees feel that this is very in line with what they expect, especially since the company has given them the opportunity to optimise their work ability and career in the company. This is in accordance with what was conveyed by Chen and Chiu (2008) and Zhang et al. (2023) that the company that makes Support Supervisor as a strategy in the development of the company will affect the Employees' Work Outcomes (employee work results), one of which includes the employee's own job satisfaction. The higher the level of employee perception of the support provided by their supervisors, the higher the level of job satisfaction. The results of this study are relevant to the results of research conducted by Zhang et al. (2023), who stated that supervisor support felt by employees has a strong correlation with job satisfaction. The findings of this study are also in line with those of several other studies such as; (Jasiński & Derbis, 2023; Nguyen & Tuan, 2022).

The second finding also confirms that the support supervisor has a negative influence on turnover intention. This means that the higher the support provided by the supervisor, the lower the turnover intention of the employee. The results of respondents' answers in this study describe that Support What is given by the supervisor in the relevant organisation is given through a form of concern for employees and with the supervisor considering the purpose of the employee's existence in the company. The results of this study are relevant to research conducted by Gordon et al. (2018). Employees who feel a high level of support from their boss are less likely to leave the organisation where they currently work. In another study that also has relevance to this research is the research conducted by Iqbal et al. (2020), which states that increasing support in employees can help in reducing employee turnover, which can ultimately lead to profits for the company itself. Charoensukmongkol et al. (2016) reported that support from supervisors is the most effective support in supporting positive employee work attitudes, in other ways supervisor support can be a delay in employees in reducing levels turnover intention.

The third research finding highlights that supervisor support not only impacts employee satisfaction but also directly influences employees' turnover intentions. Specifically, higher levels of employee satisfaction are associated with lower turnover intentions. According to respondents in this study, when employees are satisfied with their work and feel their expectations are met, they are less likely to leave the company. Additionally, satisfied employees tend to be more disciplined and less inclined to seek jobs elsewhere. This finding aligns with previous research, such as studies by Gebregziabher et al. (2020) and Romeo et al. (2020), which also found that job satisfaction negatively affects turnover intention. Furthermore, the study supports earlier findings that organizations aiming to retain employees should focus on aspects of work closely tied to employees' desires to leave. Key factors such as job content, salary, workgroup behavior, supervision, and promotion all contribute to employee satisfaction and, consequently, lower turnover intentions (Kartika & Purba, 2018).

The latest research findings indicate that job satisfaction can mediate the relationship between supervisor support and turnover intention. Specifically, job satisfaction acts as a partial mediator, meaning that even though supervisor support negatively influences turnover intention, job satisfaction plays a role in this dynamic. Employees who are satisfied with their work and find it meets their expectations are less likely to leave the company. This suggests that while supervisor support can enhance job satisfaction, thereby reducing turnover intention, its impact remains significant even without the influence of job satisfaction. The study supports previous research, such as that by Ali and Mohamed (2016), which found that job satisfaction mediates the relationship between supervisor support and employee turnover intention.

Conclusion

The conclusion of this study is that employer support positively impacts job satisfaction and negatively affects employees' intentions to leave the company. This conclusion is supported by the detailed analysis presented in the Discussion section. Additionally, the study demonstrates that high levels of job satisfaction reduce employees' desire to leave the company. The findings also reveal that job satisfaction serves as a mediator in the relationship between supervisor support and employee turnover intention, specifically within PT. Polywood Industry Sinar Wijaya.

Practical advice for related organisations is that supervisor support is an important factor in promoting employee job satisfaction and in reducing employee turnover intention. Therefore, leaders need to increase concern for employee welfare. They also need to increase the provision of support to employees if they have problems in their work. As in the form of instrumental support by helping directly both by providing advice and direction to employees so that initially difficult work becomes easier. In addition, managers also need to pay attention to things that can be the cause of job satisfaction itself, such as the attention of leaders to employee career path positions where current employees have complained related to their positions in jobs that may not be in accordance with the existing stages of career development, and provide opportunities for employees to pursue a better career in the company by providing expectations of career development that is better in the days to come. For example, re-evaluating each type of employee's work and assigning employees job positions that match their areas of interest.

This study cannot be separated from the limitations of the study, namely this study only looks at some important constructs that can affect employee job satisfaction, both independent constructs and mediators. Future research is expected to add constructs that may have a greater influence in increasing employee job satisfaction. This study only considered one company that was a research sample with a small sample rate. Future research needs to expand the scope

of research on larger objects with larger sample rates so that the expected results are better and can generalise the results of the study.

References

- Ali, M., & Mohamed, S. A. (2016). The importance of Supervisor Support for Employees' Affective Commitment: An analysis of Job Satisfaction. *International Journal of Scientific and Research Publications*, 6(2).
- Amen, F. A. B. M. (2021). A review of the job satisfaction theory for special education perspective. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(11), 5224–5228.
- Azanza, G., Moriano, J. A., Molero, F., & Lévy Mangin, J. P. (2015). The effects of authentic leadership on turnover intention. *Leadership & Organization Development Journal*, 36(8), 955–971.
- Banmairuoy, W., Kritjaroen, T., & Homsombat, W. (2022). The effect of knowledge-oriented leadership and human resource development on sustainable competitive advantage through organizational innovation's component factors: Evidence from Thailand's new S-curve industries. *Asia Pacific Management Review*, 27(3), 200–209.
- Belete, A. K. (2018). Turnover intention influencing factors of employees: An empirical work review. *Journal of Entrepreneurship & Organization Management*, 7(3), 1–7.
- Cha, M. Y., & Carrier, C. (2016). Contingent faculty perceptions of organizational support, workplace attitudes, and teaching evaluations at a public research university. *Journal for the Study of Postsecondary and Tertiary Education*, 1, 121–151.
- Chami-Malaeb, R. (2022). Relationship of perceived supervisor support, self-efficacy and turnover intention, the mediating role of burnout. *Personnel Review*, 51(3), 1003–1019.
- Charoensukmongkol, P., Moqbel, M., & Gutierrez-Wirsching, S. (2016). The role of co-worker and supervisor support on job burnout and job satisfaction. *Journal of Advances in Management Research*, 13(1), 4–22.
- Chen, C.-C., & Chiu, S.-F. (2008). An integrative model linking supervisor support and organizational citizenship behavior. *Journal of Business and Psychology*, 23, 1–10.
- Chou, R. J. A., & Robert, S. A. (2008). Workplace support, role overload, and job satisfaction of direct care workers in assisted living. *Journal of Health and Social Behavior*, 49(2), 208–222. <https://doi.org/10.1177/002214650804900207>
- Davidescu, A. A., Apostu, S.-A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- Diko, T. K., & Saxena, S. (2023). Mediating Role of Employee Engagement with Transformational Leadership and Turnover Intention. *Public Organization Review*, 1–22.
- Disque, N. (2020). *Influence of perceived supervisor support and narcissistic leadership on employee turnover intention* (Doctoral dissertation, Walden University).
- Eisenberger, R., Malone, G. P., & Presson, W. D. (2016). Optimizing Perceived Organizational Support to Enhance Employee Engagement. *Society for Human Resource Management*, 1–22. <http://www.siop.org/SIOP-SHRM/SHRM-SIOP POS.pdf>
- Garmendia, A., Elorza, U., Aritzeta, A., & Madinabeitia-Olabarria, D. (2021). High-involvement HRM, job satisfaction and productivity: A two wave longitudinal study of a Spanish retail company. *Human Resource Management Journal*, 31(1), 341–357.
- Gebregziabher, D., Berhanie, E., Berihu, H., Belstie, A., & Teklay, G. (2020). The relationship between job satisfaction and turnover intention among nurses in Axum comprehensive and specialized hospital Tigray, Ethiopia. *BMC Nursing*, 19, 1–8.

- Gelard, P., & Rezaei, S. (2016). The relationship between job motivation, compensation satisfaction and job satisfaction in employees of tax administration - a case study in Tehran. *Asian Social Science*, 12(2), 165–171. <https://doi.org/10.5539/ass.v12n2p165>
- Ghozali, I. (2014). *Structural Equation Modeling, Alternative Method with Partial Least Square (PLS)* (4th ed). Diponegoro University Publishing Board.
- Ghozali, I., & Fuad. (2008). *Structural Equation Modeling*. Diponegoro University.
- Gordon, S., Tang, C.-H. H., Day, J., & Adler, H. (2018). Supervisor support and turnover in hotels: does subjective well-being mediate the relationship? *International Journal of Contemporary Hospitality Management*.
- Ha, S. V., Sun, I. Y., Wu, Y., & Chen, Y. (2024). Gender differences in Chinese policing: Supervisor support, wellbeing, and turnover intention. *Policing: A Journal of Policy and Practice*, 18, paae028.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.
- Haynie, J. J., Varma, V., & Ragland, E. (2022). Daily supervisor support, engagement and prosocial behavior: how turnover intentions reduce the resources to pay it forward. *Journal of Managerial Psychology*.
- Heyns, M. M., McCallaghan, S., & de Wet, E. H. (2022). The role of supervisor support and basic psychological needs in predicting work engagement, burnout and turnover intentions in a medical contract research service setting. *Research in Social and Administrative Pharmacy*, 18(6), 2981–2988.
- Hollinshead, D. M., & Orsi, R. (2023). Developing an Ecological Model of Turnover Intent: Associations Among Child Welfare Caseworkers' Characteristics, Lived Experience, Professional Attitudes, Agency Culture, and Proclivity to Leave. *International Journal on Child Maltreatment: Research, Policy and Practice*, 1–27.
- Ibrahim, H., Nur, S., Suan, C. L., & Karatepe, O. M. (2019). The effects of supervisor support and self-efficacy on call center employees' work engagement and quitting intentions. *International Journal of Manpower*, 40(4), 688–703. <https://doi.org/10.1108/IJM-12-2017-0320>
- Iles, P. (2001). Employee resourcing. *Human Resource Management: A Critical Text*, 133–164.
- Iqbal, S., Tian, H., Akhtar, S., Ahmed, U., & Ankomah, F. (2020). Impacts of supervisor support on turnover intentions: Mediating role of job satisfaction. *Asian Journal of Education and Social Studies*, 6(3), 1–9.
- Jasiński, A. M., & Derbis, R. (2023). Social support at work and job satisfaction among midwives: The mediating role of positive affect and work engagement. *Journal of Advanced Nursing*, 79(1), 149–160.
- Jung, H., Jung, S. Y., Lee, M. H., & Kim, M. S. (2020). Assessing the presence of post-traumatic stress and turnover intention among nurses post-Middle East respiratory syndrome outbreak: the importance of supervisor support. *Workplace Health & Safety*, 68(7), 337–345.
- Kanchana, L., & Jayathilaka, R. (2023). Factors impacting employee turnover intentions among professionals in Sri Lankan startups. *PLOS ONE*, 18(2 February), 1–20. <https://doi.org/10.1371/journal.pone.0281729>
- Kang, H. J., Gatling, A., & Kim, J. (2015). The impact of supervisory support on organizational commitment, career satisfaction, and turnover intention for hospitality frontline employees. *Journal of Human Resources in Hospitality & Tourism*, 14(1), 68–89.
- Kartika, G., & Purba, D. E. (2018). Job satisfaction and turnover intention: The mediating effect of affective commitment. *Psychological Research on Urban Society*, 1(2), 11.

- Kissi, E., Ikuabe, M. O., Aigbavboa, C. O., Smith, E. D., & Babon-Ayeng, P. (2023). Mediating role of work engagement in the relationship between supervisor support and turnover intention among construction workers. *Engineering, Construction and Architectural Management*, 31(13), 102-120.
- Kmieciak, R. (2023). Knowledge-withholding behaviours among IT specialists: the roles of job insecurity, work overload and supervisor support. *Journal of Management & Organization*, 29(2), 383–399.
- Lambert, E. G., Hogan, N. L., & Barton, S. M. (2001). The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38(2), 233–250.
- Lawrence, S. A., & Callan, V. J. (2011). The Role of Social Support in Coping during the Anticipatory Stage of Organizational Change: A Test of an Integrative Model. *British Journal of Management*, 22(4), 567–585. <https://doi.org/10.1111/j.1467-8551.2010.00692.x>
- Lee, M. C. C., Idris, M. A., & Tuckey, M. (2019). Supervisory coaching and performance feedback as mediators of the relationships between leadership styles, work engagement, and turnover intention. *Human Resource Development International*, 22(3), 257–282. <https://doi.org/10.1080/13678868.2018.1530170>
- Li, R., & Yao, M. (2022). What promotes teachers' turnover intention? Evidence from a meta-analysis. *Educational Research Review*, 100477.
- Lim, A. J. P., Loo, J. T. K., & Lee, P. H. (2017). The impact of leadership on turnover intention: The mediating role of organizational commitment and job satisfaction. *Journal of Applied Structural Equation Modeling*, 1(1), 27–41.
- Loan, L. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307–3312.
- Luoh, H. F., Tsaur, S. H., & Tang, Y. Y. (2014). Empowering employees: Job standardization and innovative behavior. *International Journal of Contemporary Hospitality Management*, 26(7), 1100–1117. <https://doi.org/10.1108/IJCHM-03-2013-0153>
- Mahayasa, I. G. A., Putra, I.G.N.A., Oktarini, L.K. (2023). Analisis pengaruh budaya organisasi dan kepuasan kerja terhadap turnover intention karyawan (Studi Pada Green Terrace Tegallalang, Gianyar - Bali). *Implementasi manajemen & kewirausahaan*, 3(2), 16-28
- Malik, S., & Noreen, S. (2015). Perceived Organizational Support as a Moderator of Affective Well-being and Occupational Stress among Teachers. *Soc Sci Pakistan Journal of Commerce and Social Sciences*, 9(3), 865–874.
- Mearns, K. J., & Reader, T. (2008). Organizational support and safety outcomes: An un-investigated relationship? *Safety Science*, 46(3), 388–397. <https://doi.org/10.1016/j.ssci.2007.05.002>
- Mete, E. S., Sökmen, A., & Sökmen, A. (2021). The relationship between perceived supervisory support and turnover intention: the moderator effect of career satisfaction. *Third Sector Social Economic Review*, 56(2), 850-874.
- Mitchell, A. K., Apenteng, B. A., & Boakye, K. G. (2022). Examining factors associated with minority turnover intention in state and local public health organizations: The moderating role of race in the relationship among supervisory support, job satisfaction, and turnover intention. *Journal of Public Health Management and Practice*, 28(5), E768-E777.
- Mitchell, A. K., Apenteng, B. A., & Boakye, K. G. (2022). Examining factors associated with minority turnover intention in state and local public health organizations: The moderating role of race in the relationship among supervisory support, job satisfaction,

- and turnover intention. *Journal of Public Health Management and Practice*, 28(5), E768–E777.
- Muzakki, M., & Heryyanto, A. (2023). How Does Servant Leadership Affect Turnover Intention a Company?. *Indonesian Business Review (IBR)*, 6(2), 87-97.
- Narpati, B., Andrian, A., & Nursal, M. F. (2020). The effect of turnover intention and job satisfaction on the work productivity of Sales Promotion Girl (Spg) Matahari Department Store–Bekasi. *Business Management Analysis Journal (BMAJ)*, 3(2), 174–188.
- Nguyen, N. T. H., & Tuan, L. T. (2022). Creating reasonable workload to enhance public employee job satisfaction: The role of supervisor support, co-worker support, and tangible job resources. *Public Performance & Management Review*, 45(1), 131–162.
- Onyebuchi, O., Obibhunun, L., & Omah, O. (2019). Impact of Employee Job Satisfaction on Organizational Performance. *Academic Journal of Current Research*, 6(12), 554–563.
- Park, S., Kang, H. S. (Theresa), & Kim, E. J. (2018). The role of supervisor support on employees' training and job performance: an empirical study. *European Journal of Training and Development*, 42(1–2), 57–74. <https://doi.org/10.1108/EJTD-06-2017-0054>
- Popa, I., Lee, L., Yu, H., & Madera, J. M. (2023). Losing talent due to COVID-19: The roles of anger and fear on industry turnover intentions. *Journal of Hospitality and Tourism Management*, 54, 119–127.
- Rahman, S. M. (2020). Relationship between job satisfaction and turnover intention: Evidence from Bangladesh. *Asian Business Review*, 10(2), 99–108.
- Romeo, M., Yepes-Baldó, M., & Lins, C. (2020). Job satisfaction and turnover intention among people with disabilities working in Special Employment Centers: The moderation effect of organizational commitment. *Frontiers in Psychology*, 11, 1035.
- Šebestová, J. D., & Popescu, C. R. G. (2022). Factors influencing investments into human resources to support company performance. *Journal of Risk and Financial Management*, 15(1), 19.
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology*, 13(6), 693–713. <https://doi.org/10.1007/BF00929796>
- Steinhardt, M. A., Dolbier, C. L., Gottlieb, N. H., & McCalister, K. T. (2003). The Relationship Between Hardiness, Supervisor Support, Group Cohesion, and Job Stress as Predictors of Job Satisfaction. *American Journal of Health Promotion*, 17(6), 382–389.
- Talukder, A. K. M. M. H. (2019). Supervisor Support and Organizational Commitment: The Role of Work–Family Conflict, Job Satisfaction, and Work–Life Balance. *Journal of Employment Counseling*, 56(3), 98–116. <https://doi.org/10.1002/joec.12125>
- Terán-Cázares, M. M., Partida-Puente, A., García-de-la-Peña, M. E., & Espinosa-Domínguez, A. G. (2019). Andean Organizational Culture and Citizenship Behavior in Peru. *Regional Integration in Latin America: Dynamics of the Pacific Alliance*, 89–98. <https://doi.org/10.1108/978-1-78973-159-020191007>
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259–293.
- Wynen, J., & Op de Beeck, S. (2014). The impact of the financial and economic crisis on turnover intention in the US federal government. *Public Personnel Management*, 43(4), 565–585.
- Xiaolong, T., Gull, N., Asghar, M., Sarfraz, M., & Jianmin, Z. (2023). Does perceived supervisor support reduce turnover intention? The mediating effects of work engagement among healthcare professionals. *Work*, 74(3), 1001-1013.

- Xu, G., Zeng, X., & Wu, X. (2023). Global prevalence of turnover intention among intensive care nurses: a meta-analysis. *Nursing in Critical Care*, 28(2), 159–166.
- Yousuf, A., Khan, N. R., Khan, M. R., Ali, A., & Shaikh, S. A. (2022). Perceived National Culture and Perceived Organizational Support Effect on Transgender Employees Job Satisfaction. *Employee Responsibilities and Rights Journal*, 487–513. <https://doi.org/10.1007/s10672-021-09395-x>
- Zhang, J., Huang, R., Chen, Q., & Zhao, G. (2023). The relationships between supervisor-subordinate guanxi, perceived supervisor autonomy support, autonomous motivation, and employee job satisfaction: Evidence from international hotel chains in China. *International Journal of Hospitality Management*, 108, 103354.
- Zheng, X., Jiang, A., & Luo, Y. (2023). Do Servant Leadership and Emotional Labor Matter for Kindergarten Teachers' Organizational Commitment and Intention to Leave?. *Early Education and Development*, 34(7), 1489-1505.