



Supervisory influence support and work life balance on employee turnover is mediated by work engagement at Mie Mapan restaurant

Muchammad Choirul Anam¹, Ayu Lucy Larassaty²

^{1,2}Faculty of Economics, Management Study Program, Nahdlatul Ulama Sidoarjo University, Indonesia

ARTICLE INFO

Article history:

Received Dec 30, 2023
Revised Jan 04, 2024
Accepted Jan 12, 2024

Keywords:

Employee Turnover;
Supervisor Support;
Work Life Balance;
Work Engagement.

ABSTRACT

This research aims to find out whether there is an influence supervisor support and work life balance on employee turnover mediated by work engagement. The research was conducted on 70 employees of an established noodle restaurant. The analytical method used is quantitative. The results of this study indicate that Supervisor Support has no effect on employee turnover. Supervisor Support has an influence on work engagement. Work life balance does not affect employee turnover. Work life balance has no effect on work engagement. Work engagement influences employee turnover. This means that increasing supervisor support will have an impact on employee turnover which is mediated by work engagement.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Muchammad Choirul Anam,
Nahdlatul Ulama University Sidoarjo / Economics / Management,
Faculty of Economics,
Nahdlatul Ulama University Sidoarjo II, Rangkah South, District. Sidoarjo, Regency Sidoarjo,
East Java 61234, Indonesia.
Email: Canam9931@gmail.com

1. INTRODUCTION

In the competitive business era, companies in various industrial sectors face big challenges in retaining qualified and talented employees. One indicator of organizational success is the employee turnover rate. High turnover rates can have a negative impact on a company's productivity, sustainability and reputation. Therefore, understanding the factors that influence an employee's decision to stay or leave an organization is very important (Situmorang et al., 2023)

(Pattnaik & Panda, 2020) provide an understanding of turnover Intention is an employee's plan to stop working, (Ilyas et al., 2020) providing an understanding of turnover Intention is an employee who intends to leave the company. Turnovers Intention refers to the possibility of an employee leaving his current job (Ngamkroeckjoti et al., 2012) (Ilyas et al., 2020) provide an understanding of supervisor support is support from supervisors to help with problems that employees have. (Pattnaik & Panda, 2020) Provide an understanding of supervisor support is an employee's perception that supervisors support and care about employee welfare. According to (Andrew & Sofian, 2012), work life balance is an employee's ability to perform their job role. Engaged employees express their authentic selves through physical engagement, cognitive awareness, and emotional

connection. On the contrary, many people today, do not have the opportunity to choose the ideal job and have to take work as a necessity. According to (Memon et al., 2016) work Engagement is a positive, satisfying and work-related mental state characterized by vigor, dedication and absorption. (Pattnaik & Panda, 2020) explain the definition of work Engagement is the emotional closeness felt by employees when working at a company.

Human capital is one of the main components of intellectual capital (intangible assets) owned by the company. Even though human capital can encourage a company's competitiveness, unfortunately in many companies human resources rarely receive primary attention. Many company leaders are less aware that the profits obtained by the company actually come from human capital, this is because company activities are viewed more from a purely business perspective. Corporate leaders do not see their company as a unit containing unique knowledge and skills, or a unique set of business assets that can differentiate their products or services from those of their competitors. Human capital is important because it is a source of innovation and strategy renewal which can be obtained from brainstorming through research, management dreams, processes reengineering, and improving or developing workers' skills (Taufik et al., 2023)

Based on the phenomenon from the results of interviews conducted with owners and employees of established noodle restaurants in 2022, it was found that every January, April, a total of 9 employees leave and receive 100% reward with the statement that it is fulfilled in the sense that the reward is completely reduced to employees because the KPI value is in accordance with company provisions. And in the months of February, March, June, July, September, November and December, a total of 16 employees left and received 50% rewards with information fulfilled but only half of the rewards were distributed to employees. And in the months of May, August and October, a total of 17 employees left and received a 0% reward with the statement that it was not met because the KPI value for that month did not comply with the company's provisions so they did not receive a reward in that month. If every the month No fulfil targeted the so performance employee will decreased and feeling not enough comfortable in environment company, which resulted connection between employees and superiors No familiar because often no appropriate work like No meet the targets that cause seldom communicate. That matter impact on employee personality For go out from the Company

Obtaining quality human resources. Rewards that are high enough are needed to attract applicants. Pay levels must be responsive to labor market supply and demand as employers compete to get the desired employees. If the outlet gets a 100% reward then 40% goes to marketing and 60% goes to operations and this reward, even if it reaches 100%, is for the nominal amount of the reward. It depends on the target that has been set by the outlet each and if you only get 50% it will be divided for operations only without sharing profits with marketing. And sometimes rewards are not fulfilled if the reward exceeds the time limit set by the company

This research helps analyze the support of the hierarchy and the benefits the company provides. This study shows that perceived supervisor support is important in retaining employees in the organization. Good employee perceptions of superior support always maintain employee loyalty. Obtaining quality human resources. High enough rewards are needed to attract applicants. Pay levels must be *responsive* to labor market supply and demand as employers compete to get the desired employees (Suyono et al., 2022). This will have an impact on reducing employee turnover. The turnover rate will decrease if employees' perceptions of support from their superiors are also good. (Nur Mahmudah, n.d.) In this research, the work variable Engagement is used as a mediating variable between supervisor support and work-life balance on employee turnover. Previous research shows that creating meaning at work is important for people at work (Jung & Yoon, 2021). Research (Wu et al., 2018) confirms that meaningfulness is closely related to several career outcomes, such as overall life satisfaction. Therefore, receiving good support from colleagues can make employees feel more connected and immersed in

work that they find meaningful, and can encourage employees to further increase their professional engagement (Masyitha & Faizah, 2022) Regarding the existence of employees' attachment to work-life balance and turnover intention, research which is conducted by(Iddagoda et al., 2021) showed that there was no mediating effect of work engagement on the influence of work-life balance on intention to quit.

In previous research(Lin et al., 2011) we analyze the mediating effect of work engagement on employee turnover intention. This research aims to empirically investigate how difficulties in maintaining social distancing during the pandemic can affect employees' work attitudes and careers. Competitive companies seek to retain talent and increase their commitment to work. Increased work engagement increases employee efficiency. Work engagement consists of three components: motivation, dedication, and commitment (Harju et al., 2016). Work Engagement is characterized by the desire to work with energy and dedication so as to be able to overcome turnover intention because employees do not stop working at the company(Memon et al., 2016) Work Engagement can be seen from employees' desire to work more optimistically so they are able to overcome turnover intention because employees will work more productively within the company (Dominic, 2019).

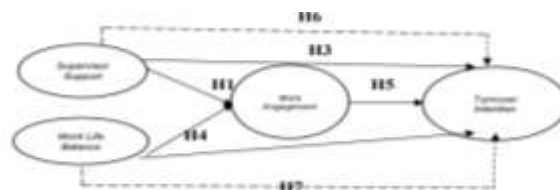
The urgency of this research to determine the effect of supervisor support and work life balance on employee turnover which is mediated by work engagement. In previous research (Lin et al., 2011) we analyzed the mediating effect of work engagement on employee turnover intentions. This research aims to empirically investigate how difficulties in maintaining social distancing during the pandemic can affect employees' work attitudes and careers. Competitive companies seek to retain talent and increase their commitment to work. Increased work engagement increases employee efficiency. Work engagement consists of three components: motivation, dedication, and commitment (Harju et al., 2016)

2. RESEARCH METHOD



Picture . 1. Design Analysis

This research is classified as associative research (relationship), which is research that aims to determine the relationship between two or more variables.(Yayuk & Sugiyono, 2019). The research model is as follows.



Picture . 2. Analysis Model

Study This use approach quantitative . The research location was taken in the Sidoarjo area for the reason that in Sidoarjo there are many supervisor changes and

turnover rates her breasts are still high. Population in study This is employee Well - established noodle restaurants numbering 1,00 . Retrieval technique sample in study This using purposive sampling. The criteria used in this research are men and women who are permanent employees, aged 20 - 30 years, have worked at least 1 year. Samples used is employee part operations totaling 70. Reason for taking sample in section operational is exists high turnover . Study use method data collection using questionnaires and data collection instruments scale likert . Deep data analysis techniques study This using part analysis . Software used _ is SmartPLS version 4.0 (Hair & Alamer, 2022) .

3. RESULTS AND DISCUSSIONS

3.1 Outer Model Dan Inner Model

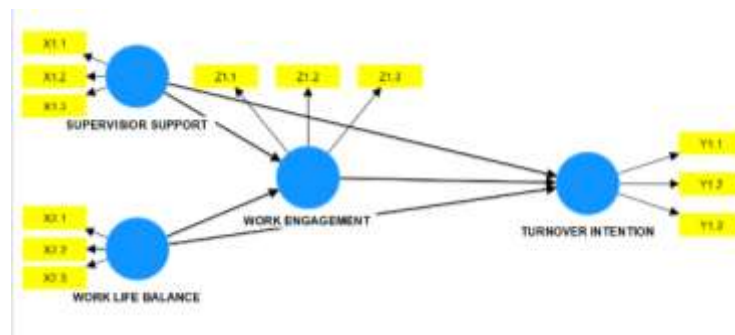


Figure 1. Outer Model

Outer Model is the relationship between the estimated parameters or indicators and the measurement model (latent variable). Factor Loading Value with conditions >0.7.

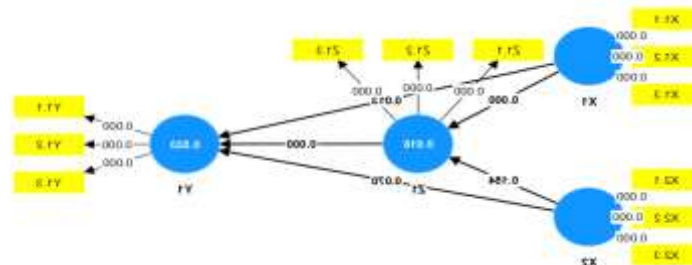


Figure 2. Inner Model

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely: Collinearity, Coefficient of Determination (R)2, Goodness of Fit (GoF) Assessment.

3.2 Outer Model Assessment

Oultelr Modell is the relationship between the estimated parameters or indicators and the measurement model (latent variables). The outer model assessment has three criteria, namely composite reliability or Cronbach alpha, discriminant validity, and convergent validity

Table 1. Outer Loading Values

Code	X1	X2	Y	Z
X1_1	0.875			
X1_2	0.762			
X1_3	0.785			
X2_1		0.764		

X2_2		0.851		
X2_3		0.849		
Y1_1			0.808	
Y1_2			0.863	
Code	X1	X2	Y	Z
Y1_3			0.817	
Z1_1				0.823
Z1_2				0.894
Z1_3				0.776

Source: Smart PLS 4.0 Program Output, 2023

Based on Table 1, overall the outer loading value of each reflex construct has a loading value > 0.7 so that the model is declared to have met the criteria for good convergent validity.

3.3 Discriminant Validity

This section will describe the results of the discriminant validity test. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on its variable is the largest compared to other variables. The following is the cross loading value of each indicator:

Table 2. Cross Loading .

Code	X1	X2	Y	Z
X1_1	0.875	0.488	0.297	0.796
X1_2	0.762	0.517	0.278	0.495
X1_3	0.785	0.532	0.348	0.525
X2_1	0.400	0.764	0.345	0.361
X2_2	0.652	0.851	0.430	0.582
X2_3	0.454	0.849	0.414	0.497
Y1_1	0.391	0.354	0.808	0.603
Y1_2	0.328	0.480	0.863	0.575
Y1_3	0.215	0.370	0.817	0.487
Z1_1	0.708	0.401	0.452	0.823
Z1_2	0.696	0.572	0.504	0.894
Z1_3	0.524	0.507	0.706	0.776

Source: Smart PLS 4.0 Program Output, 2023

Based on table 3, above states that there are several indicators on the research variables that have a smaller cross loading value compared to the cross loading values on other variables so that they must be known and observed further. Another way to measure *discriminant validity* is to look at the *square root* value of *average variance extracted (AVE)*. The recommended value is above 0.5 for a good model. The next test is the *composite reliability of the indicator block* that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable which is measured by looking at the Cronbachs alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Average Variance Extracted(AVE)	Composite Reliability	Crombach's Alpha
X1	0.654	0.776	0.739
X2	0.677	0.785	0.764
Y1	0.689	0.777	0.774
Z1	0.693	0.777	0.776

Source: Smart PLS 4.0 Program Output, 2023

Based on table 3, above shows that the Average Variance Extracted (AVE) of each variable, namely workload, *burnout*, *role stress* has a construct > 0.50, meaning that all constructs are reliable. Thus it can be stated that each variable has high discriminant validity. While it can be seen in table 3, above the *composite reliability* value of each variable shows a construct value > 0.60. These results indicate that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability. Furthermore, in table 3, above the *Cronbachs alpha* of each variable shows a construct value > 0.70, thus these results indicate that each research variable has met the requirements for the Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So it can be concluded that the indicators used in this study have high discriminant validity in compiling their respective variables.

3.4 Inner Model Analysis

a. Collinearity

A variable can be used in a model if there is no high collinearity with a VIF value > 5 then the variable must be removed from the research model.

Table 4. Collinearity Statistics

	VIF
X1_1	1.576
X1_2	1.425
X1_3	1.437
X2_1	1.485
X2_2	1.539
X2_3	1.669
Y1_1	1.492
Y1_2	1.752
Y1_3	1.603
	VIF
Z1_1	1.934
Z1_2	2.307
Z1_3	1.397

Source : Smart PLS 4.0 Program Output, 2023

Based on table 4 above, it states that the variables for which each indicator has been iterated do not have high collinearity because the VIF value for each variable is not > 5.

b. Coefficient of Determination (R)²

Based on data processing that has been carried out using the SmartPLS 4.0 program, the R Square value is obtained as follows:

Table 5. R-Square Results

	R-square
Y1	0.533
Z1	0.616

Source : Smart PLS 4.0 Program Output, 2023

Based on table 5, above showing that R Square value for variable Y is 0.533. Acquisition the explain that percentage the magnitude of Y is 0.533 % means the role stress variable provides influence against burnout of 5.33% and the remaining 95.67% is influenced by variables other . Whereas that R Square value for variable Z is 0.616. Acquisition the explain that percentage the magnitude of Z is 6.16%. This matter means variable X 1, and Z have an effect to Z is 6.16% and the remaining 93.84% is influenced by variables other .

c. Goodness of Fit (GoF) Assessment

You can test the goodness of fit of the model seen from NFI value ≥ 0.752 is declared fit. Based on data processing that has been done with use progrsm SmartPLS 4.0 obtained Model Fit value as following :

Table 6 . Fit Models

	Saturated Model	Cut Off Value	Discussion
SRMR	0.105	$\leq 0,10$	Fit
NFI	0.605	0-1	Fit

The results of the goodness of fit test of the PLS model are in table 6 below show that NFI value of 0.607 means FIT. With thereby from results the can concluded that model in study This has has a high and appropriate goodness of fit used For test hypothesis study .

3.5 Testing Hypothesis

a. Hypothesis Testing

Aftelr asselssing the innerl modell, the next thing is to elvalulate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value > 1.96 and P-Values < 0.05 . The following are the results of the direct influence Path Coefficients:

Table 7. Path Coefficients (Effect Direct)

	Original Sampling (O)	Sample Mean (M)	Standard deviation (STDEV)	T Statistics (OSTDEV)	P Values
X1 -> Y1	-0.445	-0.435	0.179	2.489	0.013
X1 -> Z1	0.653	0.668	0.111	5.904	0.000
X2 -> Y1	0.247	0.264	0.137	1.810	0.070
X2 -> Z1	0.188	0.179	0.132	1.426	0.154
Z1 -> Y1	0.866	0.858	0.138	6.255	0.000

Source : Smart PLS 4.0 Program Output, 2023

Based on table 7, above show that variable X1 has an effect negative significant to variable Y1 is viewed from original sampling and sample values in the table on . Whereas variables X2 on Y1 and X2 on Z1 have an effect positive No significant matter This seen from P-Values . The variables X1 on Y1 and Z1 on Y1 have an effect positive significant T-Statistics value < 1.96 and P-Values < 0.05 .

Table 8. Path Coefficients (Indirect Influence)

Indirect Effect	Original Sampling (O)	Sample Mean (M)	Standard deviation (STDEV)	T Statistics (OSTDEV)	P Values
X1 -> Z1->Y1	0.566	0.573	0.134	4.206	0.000
X2 -> Z1 -> Y1	0.163	0.152	0.115	1.414	0.157

Based on table 8, above show that Supervision support - > Work Engagement -> Turnover Intention -> influence positive significant matter This Can seen from T-Statistics value < 1.96 and P-Values < 0.05 . Whereas For the variable Work Life Balance - > Work Engagement -> Turnover Intention has an effect positive No significant Can seen from P-Value value > 0.05

3.6 Discussion

a. Supervisor support has no effect on employee turnover in established noodle restaurants

Based on the results of the supervisor's analysis support has no influence on employee turnover in established noodle restaurants . Supervisor support is possible interpreted the extent to which the supervisor behaves with method optimizing use knowledge , skills and attitudes employees acquired _ in on- the- job training , for example : Support from supervisors in established noodle restaurants has no effect on employee leaving because established noodle restaurants are very supportive of staff especially in employee rights and careers . Leaders at established noodle restaurants also facilitate their employees to advance to higher levels by providing training according to the relevant division .

The results of this research are in line with research by Kalidass & Bahron (2015) which found that supervisor support had a negative effect on turnover intention in hotel employees. According to Maertz et al. Likewise, research from Taufiq (2017) and Arici (2018) shows that supervisor support has a negative effect on turnover . intention . The research concluded that the lower the employee's perception of supervisor support, the higher the turnover employee's intention or desire to leave their job. As explained by Dwivy (2023:52) in the book entitled Supervisor: Roles, Responsibilities and Skills in Management, it is explained that the Supervisor is responsible answer For manage hope from various parties , incl management , employees and their teams Alone . They must can communicate realistic expectations and managing _ different expectations . _ Apart from that , supervisors must also guard motivation member team to stay motivated and performant high , though in challenging situation . _

b. Supervisor Support influences work Engagement

Based on results analysis of known data that supervisor support give influence to work engagement at an established noodle restaurant . D is defined supervisor support as view general from employee about the extent to which the supervisor appreciates contribution them and care about health , interests , and well-being they . . This happens because supervisor support is very influential on work involvement because in established noodle restaurants work involvement is very important for employees, especially operational staff , because if there is no recognition of work involvement for employees then the employees feel they are not considered by the leaders in the noodle restaurant. established.

The results of this research are supported by researchers Suan and Nasrudin (2016), who found that Supervisor Support has an influence on Work Engagement of customer-facing employees in upscale Malaysian hotels. Then, research was conducted by Sawasdee , Saengchai , and Jermsittiparsert (2020) that there is a significant influence of Supervisor Support on Work Engagement . Proven in Nopriadi Saputra's book (2021:99) explains that job resources (such as autonomy , bait feedback , support) and personal resources (such as self-efficacy, optimism , resilience) collectively direct influential to _ attachment work is also influential to performance in in-role and extra-role, creativity and results financial .

c. Work life Balance Has No Effect on Employee Turnover

Based on the results of data analysis, the work is explained life balance has no influence on employee turnover in established noodle restaurants . Work -life balance is achievement quality life Because individual capable manage the complexity of the world of work and personal world . Example: the balance of work and personal life does not affect the departure of staff at an established noodle restaurant , because the departure of staff is not due to lack of compensation such as sudden holidays and time for their family but rather to the leaders at an established noodle restaurant . Because when there

is no policy, staff cannot understand it So employee turnover in established noodle restaurants is definitely high.

The results of this research are in line with research by Downes and Koekemoer (2011) that the results of the Work -Life Balance variable have a positive and insignificant effect on variables Turnovers Intention . Organizations that invest heavily in Work -Life Balance reduce turnover employees.. This was explained by Ratnawati (2022:29) in a book entitled turnover intention is explained as turnover intention consequence no fasting n, commitment organization , or behavior intention For leave organization and classify employee turnover rate according to type organization .

d. Work Life Balance Does Not Affect Work Engagement

The results of data analysis are explained work life balance has no influence on employee turnover in established noodle restaurants . Work -life balance or balance life and work is method Work with No ignore all over aspect life work , spiritual, social , family and personal . Example: Life between work and personal in an established noodle restaurant does not affect work involvement, because the work balance between personal and work life in an established noodle restaurant is good, such as holidays when there are family concerns and sudden holidays when there are problems with the staff themselves. Because work involvement in established noodles is more about staff recognition of the leaders in established noodle restaurants

The results of this research are in line with research by Sri et al (2019) which states that work was found life balance has been positive effect on work engagement among lecturers . work-life Balance is a personal perception that work and non-work activities can run simultaneously and maximize individual influence in accordance with the individual's current life priorities. This is also supported by research conducted by Jarrod et al on the Professional Student Alumni Network List of Universities in New Zealand (2017). The research stated the results that work-life balance towards work engagement has a positive but not significant effect. Jawad Syed (2015:296) explains this in his book entitled work life balance explained that This is true for employees in general interested in organizations that treat his employees with good and enough flexible For notice needs and circumstances individual . state that offered employees _ arrangement flexible work _ generally more satisfied , shows more Lots initiative and more Possible For still work , compared workers who don't own access to arrangement the .

e. Work Engagement Influences Employee Turnover

Based on results analysis of known data that work engagement give influence to employee turnover in established noodle restaurants . Work Engagement or work attachment as a positive state of mind of a person and related to his work, is characterized by vigor , dedication and absorption . This happens because work involvement at established noodles greatly influences the departure of employees at established noodle restaurants , because when the employee is not appreciated Due to their performance at work by their superiors, the employee chooses to leave their job. Employees need recognition from a leader because if a leader appreciates the performance of their employees then the employees will definitely not leave their jobs.

The results of this research are supported by Park and Gursoy (2002) who argue that when employees are tied to work, this will affect the employee's psychological character, for example self-confidence and optimism and will encourage employee satisfaction and result in low turnover. employee intention . These results are also strengthened by studies conducted by Muzmat et al. (2016) which states that work engagement has a negative effect on turnover intention , which means that the higher the level of work engagement , the lower the turnover rate intention . This is proven in Ratnawati's book (2022:29) explaining that employee turnover is problems encountered _ in a way continually and constitutes matter common thing that happens everywhere type

organization , size and level position within _ organization . Company inside planning source Power humans in the field of employee turnover give category based on type employment and length of service

4. CONCLUSION

Based on the results and discussion described in the previous chapter, it can be concluded in this research that supervisors support has no effect on employee turnover . Supervisor support influences work engagement . Work engagement has no effect on employee turnover . Work life balance has no effect on employee turnover . Work life balance affects work engagement. Suggestions for further research. Further researchers can develop This research examines other factors that can influence turnover intention, for example: job transfer factors. Researcher Furthermore, you can also use other methods in researching turnover intention, for example through in-depth interviews with respondents, so that information obtained can be more varied than a questionnaire that has answers available.

REFERENCES

- Ahn, J. Y., & Huang, S. (2020). Types Of Employee Training, Organizational Identification, And Turnover Intention: Evidence From Korean Employees. *Problems And Perspectives In Management* , 18 (4), 517–526. [https://Doi.Org/10.21511/Ppm.18\(4\).2020.41](https://Doi.Org/10.21511/Ppm.18(4).2020.41)
- Andrew, O.C., & Sofian, S. (2012). Individual Factors And Work Outcomes Of Employee Engagement. *Procedia - Social And Behavioral Sciences* , 40 , 498–508. <https://Doi.Org/10.1016/J.Sbspro.2012.03.222Employees> (Vol. 06, Issue 01).
- Chudri Wardana, M., Anindita, R., & Indrawati , R. (2020). *Work Life Balance, Turnover Intention, And Organizational Commitment In Nursing Employees At X Hospital, Tangerang, Indonesia* . 4 (4).
- Dominic. (2019). *Relationship Between Organizational Leadership Styles And Job Satisfaction Among The Practicing Nurses In Kenyatta National Hospital, Nairobi-Kenya* .
- Gupta, M., & Shaheen, M. (2018). Does Work Engagement Enhance General Well-Being And Control At Work? Mediating Role Of Psychological Capital. *Evidence-Based HRM* , 6 (3), 272–286. <https://Doi.Org/10.1108/EBHRM-05-2017-0027>
- Hair, J.F., Sarstedt, M., Hopkins, L., & Kuppelwieser , V.G. (2014). Partial Least Squares Structural Equation Modeling (PLS-SEM): An Emerging Tool In Business Research. In *European Business Review* (Vol. 26, Issue 2, Pp. 106–121). Emerald Group Publishing Ltd. <https://Doi.Org/10.1108/EBR-10-2013-0128>
- Harju, L. K., Hakonen, J. J., & Schaufeli, W. B. (2016). Can Job Crafting Reduce Job Boredom And Increase Work Engagement? A Three-Year Cross-Lagged Panel Study. *Journal Of Vocational Behavior* , 95– 96 , 11–20. <https://Doi.Org/10.1016/J.Jvb.2016.07.001>
- House, J. W. (2015). *THE FRONTIER ZONE A Conceptual Problem For Policy Makers* .
- Iddagoda , A., Hysa, E., Bulińska- Stangrecka , H., & Manta, O. (2021). Green Work-Life Balance And Greenwashing The Construct Of Work-Life Balance: Myth And Reality. *Energies* , 14 (15). <https://Doi.Org/10.3390/En14154556>
- Ilyas, A., Khan, AH, Zaid, F., Ali, M., Razzaq, A., & Khan, W.A. (2020). Turnover Intention Of Employees, Supervisor Support, And Open Innovation: The Role Of Illegitimate Tasks. *Journal Of Open Innovation: Technology, Markets, And Complexity* , 6 (4), 1–12. <https://Doi.Org/10.3390/Joitmc6040128>
- Jung, H. S., & Yoon, H. H. (2021). Generational Effects Of Workplace Flexibility On Work Engagement, Satisfaction, And Commitment In South Korean Deluxe Hotels. *Sustainability (Switzerland)* , 13 (16). <https://Doi.Org/10.3390/Su13169143>
- Kottke. (1988). *Measuring Perceived Supervisory And Organizational Support* . 1075–1079.
- Kwong, K., & Wong, K. (2015). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Techniques Using Smartpls* . <Http://Www.Researchgate.Net/Publication/268449353>
- Lin, A., Hou, Q., Jarzyllo , L., Amato, S., Gilbert, J., Shang, F., & Man, H.Y. (2011). Nedd4-Mediated AMPA Receptor Ubiquitination Regulates Receptor Turnover And Trafficking. *Journal Of Neurochemistry* , 119 (1), 27–39. <https://Doi.Org/10.1111/J.1471-4159.2011.07221.X>

- Masyitha, D., & Faizah, A. (2022). Number 3 Department Management Faculty Economics and Business Surabaya State University 2022. In *Journal Knowledge Management* (Vol. 10).
- Memon, M. A., Salleh, R., & Baharom, M. N. R. (2016). The Link Between Training Satisfaction, Work Engagement And Turnover Intention. *European Journal Of Training And Development*, 40 (6), 407–429. <https://doi.org/10.1108/EJTD-10-2015-0077>
- Ngamkroekjoti, C., Ounprechavanit, P., & Kijboonchoo, T. (2012). *Determinant Factors Of Turnover Intention: A Case Study Of Air Conditioning Company In Bangkok, Thailand*.
- Nur Mahmudah, E. (ND). *Accountancy International Price Changes and Inflation*. www.scribd.com.
- Pattnaik, S. C., & Panda, N. (2020). Supervisor Support, Work Engagement And Turnover Intentions: Evidence From Indian Call Centers. *Journal Of Asian Business Studies*, 14 (5), 621–635. <https://doi.org/10.1108/JABS-08-2019-0261>
- Salanova, M., & Schaufeli, W.B. (2008). A Cross-National Study Of Work Engagement As A Mediator Between Job Resources And Proactive Behavior. *International Journal Of Human Resource Management*, 19 (1), 116–131. <https://doi.org/10.1080/09585190701763982>
- Situmorang, N., Ramli, AH, & Reza, HK (2023). Influence Career Development on Turnover Intention Through Employee Performance Moderated by Culture _ Organization. *Journal Lantern Business*, 12 (3), 633. <https://doi.org/10.34127/Jrlab.V12i3.890>
- Suyono, J., Ratnasahara Elisabeth, D., Pujiyanto, WE, & Larassaty, AL (2022). ANTECEDENTS OF EMPLOYEE PERFORMANCE: REWARD, PUNISHMENT AND SUPERVISION. *Greenomics*, 4.
- Taufik, A., Brasit, N., & Oktaviani, AR (2023). The Influence of Human Capital on Organizational Performance At the District Health Service Island Selayar Master of Management Postgraduate Program, Itb Nobel Indonesia Makassar 2 Master of Management Postgraduate Program, Itb Nobel Indonesia Makassar 3 Master of Management Postgraduate Program, ITB Nobel Indonesia Makassar. In *Journal Master of Management Nobel Indonesia* (Vol. 4).
- Utarini, A., Indriani, C., Ahmad, RA, Tantowijoyo, W., Arguni, E., Ansari, MR, Supriyati, E., Wardana, DS, Meitika, Y., Ernesia, I., Nurhayati, I., Prabowo, E., Andari, B., Green, BR, Hodgson, L., Cutcher, Z., Rancès, E., Ryan, PA, O'Neill, SL, ... Simmons, CP (2021). Efficacy Of Wolbachia-Infected Mosquito Deployments For The Control Of Dengue. *New England Journal Of Medicine*, 384 (23), 2177–2186. <https://doi.org/10.1056/Nejmoa2030243>
- Westman, M., Brough, P., & Kalliath, T. (2009). Expert Commentary On Work-Life Balance And Crossover Of Emotions And Experiences: Theoretical And Practice Advancements. *Journal Of Organizational Behavior*, 30 (5), 587–595. <https://doi.org/10.1002/>
- Yayuk, S., & Sugiyono, S. (2019). Pengaruh kepemimpinan kepala sekolah dan biaya pendidikan terhadap kualitas proses belajar mengajar dan dampaknya dengan kompetensi lulusan SMK di Kabupaten Gunungkidul. *Jurnal Akuntabilitas Manajemen Pendidikan*, 7(1), 84–96.