

THE EFFECT OF SUPERVISOR SUPPORT TO TURNOVER INTENTION MEDIATING BY COMPETENCE, PSYCHOLOGICAL EMPOWERMENT AND WORK ENGAGEMENT

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Abstract - Turnover intention is the intention of employees to stop working from work voluntarily or move from one work place to another according to their own choice. This study aims to analyze the direct effect of supervisor support on turnover intention, and the indirect effect between competence, psychological empowerment and work involvement as a mediating variable on turnover intention. The research method is survey method in which primary data collection is obtained directly from textile industry employees and Central Java textile products. Non-random sampling technique with sampling using accidental sampling with research samples of 270 employees of the textile and textile product industries. Data were analyzed using the Structural Equation Modeling method with AMOS. The results of the data analysis show that competence, psychological empowerment and employee involvement have proven to be capable as mediators of turnover intention. This research has implications as material for evaluation and feedback on efforts to handle and improve employees, especially the handling of turnover intention in the textile industry and textile products.

Keywords: Turnover intention, supervisor support, competence, psychological empowerment, work engagement

1.1 Introduction

High turnover in the textile industry and textile products is important to be studied and sought a solution. This study was conducted to analyze the factors causing high employee turnover in the textile and textile product industries in Central Java, namely low salaries received by employees, wrong recruitment, and lack of career opportunities, poor management and disrespect for employee opinions.

Some factors that cause turnover intention include psychological empowerment, work involvement and supervisor support. Psychological empowerment is a psychological identification of a person to his work, active participation in work is considered as an important part for employees because it gives actualization space in their work.

In turnover intention research the writer uses is to choose four influencing variables, namely supervisor support, competence, psychological empowerment and work involvement. The consideration of selecting the four variables is based on the findings of previous studies which are still partial with reasons in accordance with the theme of human resource management.

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Table 1.1

Turnover of Textile Industry Employees and Textile Products in Central Java

Year	Number of Employees	Employees		Average Employee(%)	
		In	Out	In	Out
2014	30.560	3347	987	10,95	3,23
2015	29.656	2059	1457	6,94	4,91
2016	27.894	1678	2702	6,02	9,69
2017	23.672	2966	326	12,53	1,38
2018	58.318	12795	15014	21,94	25,75

Source: Employment BPJS of Central Java, 2018

States that many factors can affect the company's turnover intention on employees, including organizational commitment, employee performance, work stress, career development, psychological empowerment, job satisfaction, competence and low employee involvement. The employee involvement factor is psychological identification of a person in his work, active participation and work is considered as an important part of an individual's life. While the problems faced by the company today are low work involvement among employees which results in high turnover intention for employees.(Proninet *al*,2018)

According to Berry and Morris(2008) that there are several factors that influence the occurrence of turnover intention, including external factors, namely the labor market, institutional factors namely workspace conditions, wages, work skills, and supervision, personal characteristics of employees such as intelligence, attitude, time then, sex, interests, age and length of work and individual reactions to their work.

Kalidass and Bahron, (2015): Dawleyet *al*,(2008) states that high turnover intention is influenced by supervisor support, organizational support, organizational commitment, and mentoring, through his research proving the positive influence between supervisor support and turnover intention. In accordance with the opinion of De Cuyperet *al*, (2011) states that the high turnover intention is influenced by supervisor support, organizational support and organizational commitment.

Zahra and Khalid, (2016); De Klerk and Stander, (2014)States that turnover intention is influenced by psychological empowerment, work involvement, leadership empowerment, employee work attitudes and organizational learning. Dysvik and Kuvaas, (2013) State that there is a significant negative effect between psychological empowerment on turnover intention. According Bilal (2013: 25) states that the factors that influence turnover intention are psychological empowerment, organizational commitment and organizational behavior.

Jones and. Harter, (2005)State that turnover intentions are influenced by factors of employee involvement, career development, supervisor support, employability and organizational resources. Factors affecting turnover intention are employee involvement, organizational commitment and organizational behavior attitudes. This means that the higher the involvement of employees / employees in the company, the lower the turnover intention, and vice versa (Nancarrow, *at al*,2014).

2.1 Theoretical Review

Theory of Planned Behavior (TPB) seems very suitable to explain turnover intentions; in this case the actions taken are based on a very complex psychological process (Wong, 2015). Theory of Planned Behavior (TPB) is a development of Theory of Reasoned Action (TRA), Berry and Morris, (2008) Furthermore Ajzen's said TPB has been widely accepted as a tool to analyze the difference between attitudes and intentions as well as intentions and behaviors. In this case, efforts to use TPB as an approach to explain turnover intentions can help overcome some of the limitations of previous research and provide a means to understand the widely observed gaps between attitudes and behavior (Dawleyet *al*, 2008).

1. Intention Turnover

Turnover intention is the tendency or level at which an employee has the desire to leave the company or leave. Researchers measure turnover intention indications referring to the opinions of Aguirre, (2015) as quoted in (Van Schalkwyk, 2010).Indicators used to determine turnover include: thoughts of leaving, a desire to leave the

organization in the near future and a desire to look for other job openings. Thinking you don't have a good future if you keep working in this company.

2. Supervisor Support

Supervisor support is the extent to which leaders value the contribution of their employees and care about their well-being and are responsible for monitoring employee performance, conducting periodic assessments, and providing feedback to increase employee contributions and commitment to the organization, indicating supervisor support refers to opinions Roslee and Effendi, (2016) indicators used to determine supervisor support include: willingness to provide assistance, willingness to listen and a feeling of caring.

3. Competence

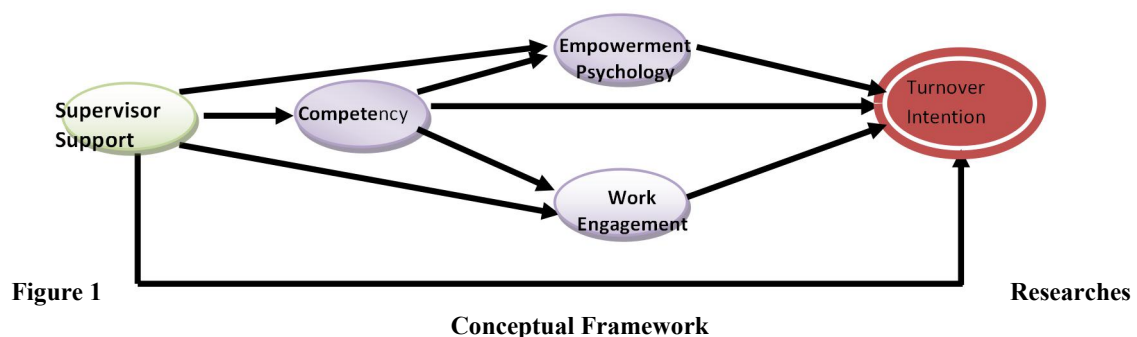
(Abbasi, 2018) Competence is the capacity that exists in someone who can make that person able to fulfill what is required by work in an organization so that the organization is able to achieve the expected results. The ability of an employee to be able to carry out their work well, technical or functional competence or can also be called hard skills / hard competency and behavioral competencies or can also be called soft skills / soft competencies, an indication of competency refers to opinions (Schalkwyk, 2010). Indicators used to determine competence include: cognitive abilities, individual abilities, resource capabilities, interpersonal skills and information and technology capability.

4. Psychological Empowerment

Psychological empowerment is defined as a set of psychological states that focus on how employees think and feel their work (Bester, 2015); (Widjaja, 2012). Psychological empowerment is a psychological state that focuses on how employees think about their work and to gain experience, and how much they believe in the role and influence of their organization, and can make employees feel more confident and have the will to succeed. Researchers measure indications of psychological empowerment based on opinions (Rahman and Ramli, 2013). Indicators used to determine psychological empowerment include: Meaningfulness, the meaning of the work's role, beliefs, values and behavior. Self-determination, feeling has the right to choose and determine. Competence means one's confidence in his ability to complete tasks. And Impact, the feeling of ability possessed in considering the influence of strategy, administration and operational risks that exist in the organization.

5. Work Engagement

Shankar and Bhatnagar, (2010) Work engagement is interpreted as a measure to the importance of the level of performance achieved as self-esteem. Work involvement has consequences in the form of work results including performance. Therefore, by becoming more involved in their work, employees are expected to be able to produce better performance because individuals with a high level of involvement in their work will see that their work is an important part of their lives. Employee work involvement is an active participation of an employee in completing his work and shows willingness and desire to be directly involved in work. The researcher measures the indication of employee involvement referring to opinions (Amah and Ahiauzu, 2010). Indicators used to determine employee work engagement include: employee engagement with colleagues, employee involvement with customers or customers, employee involvement with leaders or superiors, work involvement with work time. Based on empirical and theoretical studies, the conceptual framework in this study is structured as follows:



3.1 Hypothesis

H1: Supervisor support has a significant and positive effect on turnover intention.

H2: Competence significantly mediates the effect of supervisor support on turnover intention.

H3: Psychological empowerment significantly mediates the effect of supervisor support on turnover intention.

- H4: Work engagement significantly mediates the effect of supervisor support on turnover intention.
H5: Psychological empowerment significantly mediates the effect of competence on turnover intention.
H6: Work engagement mediates the effect of competence on turnover intention.

4.1 Research Method

This research is using a descriptive approach with the aim to describe the empirical conditions of the management of turnover intention in the textile industry and textile products in Central Java, in order to obtain a picture of the state of turnover intention in accordance with the objectives of this study. Inferential statistical methods in this study are used to analyze the behavior of turnover intention data on supervisor support, competence, and psychological empowerment and work involvement, so that patterns are found that can be used to determine human resource management models in the textile and textile product industries, samples obtained 5 x 54 or 270 samples. respondents with a sample reason of 270 respondents can represent the population of the textile industry and textile products in Central Java. Sampling in each of the textile industry and textile products in Central Java using proportional namely ni

$$= \frac{x_i}{\sum x_i} \times n$$

Information,

ni = sample for each textile industry and textile products

xi = number of employees in each textile and textile product industry

$\sum x_i$ = total population

n = total research sample

The non-probability sampling method by using accidental sampling or convenience sampling. To test the hypothesis in this study using structural equation modeling (SEM) analysis with AMOS version 22, Confirmatory Factor Analysis (CFA) and sobel test.

5.1 Experiment And Result

5.2 SEM Evaluation Result

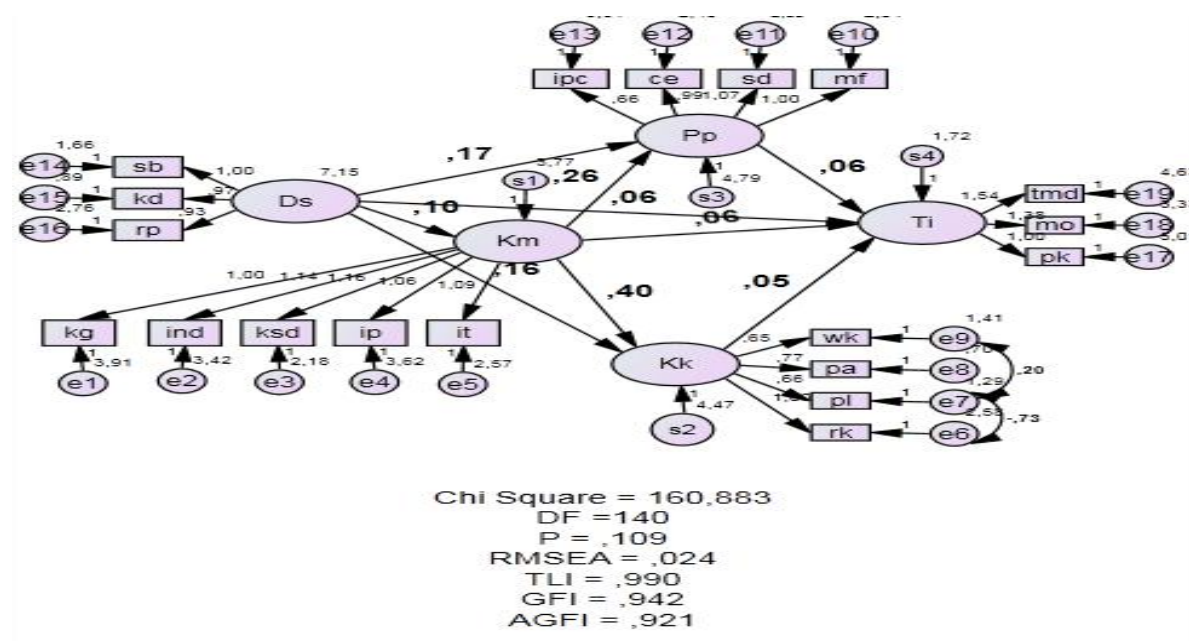


Figure2. Model two-step approach Modification to SEM

1. Outlier Test

Table 5.1

Mahalanobis Distance Calculation Results

Observation number	Mahalanobis d-squared	p1	p2
173	41,844	0,002	0,395
244	36,219	0,01	0,749
40	34,787	0,015	0,764
163	34,396	0,016	0,652
52	34,297	0,017	0,483
241	34,103	0,018	0,353
...
...
...

2. Normality Test

Table 5.2

Assessment of Normality

Variabel	min	max	skew	c.r.	kurtosis	c.r.
Tmd	3	15	-0,447	-2,999	-0,861	-2,388
Mo	3	15	-0,523	-3,505	-0,438	-1,469
Pk	3	15	-0,213	-1,426	-0,543	-1,82
Rp	5	15	-0,015	-0,099	-1,321	-2,431
Kd	3	15	-0,265	-1,78	-0,846	-2,837
Sb	3	15	-0,479	-3,216	-0,618	-2,072
Ipc	6	15	-0,065	-0,437	-1,23	-2,127
Ce	4	15	-0,463	-3,107	-0,892	-2,993
Sd	4	15	-0,08	-0,537	-1,058	-2,55
Mf	5	15	-0,017	-0,114	-1,048	-2,515
Wk	3	10	-0,32	-2,148	-0,952	-2,194
Pa	3	10	-0,318	-2,13	-0,998	-2,349
Pl	2	10	-0,26	-1,745	-0,788	-2,642
Rk	5	15	0,144	0,968	-1,104	-2,704
It	5	15	-0,384	-2,575	-0,94	-2,154
Ip	4	15	-0,169	-1,137	-0,887	-2,977
Ksd	4	15	-0,194	-1,304	-0,812	-2,724
Ind	4	15	-0,093	-0,627	-1,113	-2,732
Kg	3	15	-0,092	-0,619	-0,916	-2,073
Multivariate					2,035	2,046

3. Multicollinearity Test

Table 5.3.

Condition Number Calculation Result

Condition number = **52,286**

Eigenvalues

37,352 20,630 17,285 13,242 10,560 6,318 4,833 4,002 3,890 3,547 3,077
2,669 2,443 2,182 2,016 1,747 1,257 ,958 ,714

Determinant of sample covariance matrix = 416363340956,465

4. Goodness of Fit Indices Modification Criteria Evaluation

Table 5.4

Goodness of Fit

<i>Goodness of fit indices</i>	<i>Result</i>	<i>Cut-off value</i>	<i>Model Evaluation</i>
χ^2 (<i>Chi-Square</i>)	160,883	$\leq \chi^2_{(0,05; 140)} = 168,613$	Good
<i>Significant Probability</i>	0,109	$\geq 0,05$	Good
CMIN/DF	1,149	$\leq 2,00$	Good
RMSEA	0,024	$\leq 0,08$	Good
GFI	0,942	$\geq 0,90$	Good
AGFI	0,921	$\geq 0,90$	Good
CFI	0,992	$\geq 0,95$	Good
TLI	0,99	$\geq 0,95$	Good

5. Hypothesis Testing

Table 5.5

Significance of Path Analysis Test

Significance of the path coefficient	C.R Value	Value (P)	Test Result
Effect of DS and IT	2,442	0,015	Significant
Effect of DS and KM	9,455	0,000	Significant
Effect of DS and PP	2,985	0,003	Significant
Effect of DS and KK	3,040	0,002	Significant
Effect of KM and TI	2,107	0,031	Significant
Effect of KM and PP	3,139	0,002	Significant
Effect of KM and KK	4,915	0,000	Significant
Effect of PP and TI	2,762	0,012	Significant
Effect of KK and TI	3,133	0,002	Significant

6.1 Discussion

1. Effect of Supervisor Support on Turnover Intention

By coefficient of 0.058 and C.R Value 2.442 > 1.96 (sig 0.015 < 0.05). These results provide information that supervisor support has an acceptable turnover intention, so supervisor support has an influence on turnover intention in the textile industry and textile products in Central Java, because there is a positive correlation between supervisor supports has an effect on turnover intention.

2. Competence Mediates the Effect of Supervisor Support on Turnover Intention

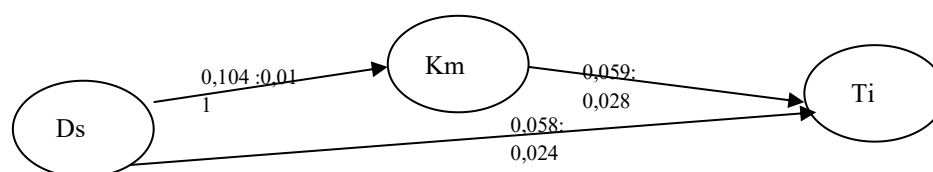


Figure 6.1. Path analysis Support for Supervision, Competency, Turnover Intention

$$Z = \frac{0,104 \times 0,059}{\sqrt{(0,059^2 \times 0,011^2) + (0,104^2 \times 0,028^2)}} = 2,057$$

Hypothesis 2 which states that competence mediates supervisor support for turnover intention is acceptable. The Sobel test value of 2.057 > cut-off 1.97 with a significant level <0.05 so competence decisively acts as a mediating variable that links the influence of supervisor support to turnover intention. So competence strengthens the influence of supervisor support on turnover intention, means that the interaction between supervisor support and competence will reduce employee desires to leave even lower. So the competence of one that is demanded in the textile industry and textile product companies, the effect is with turnover intention if the competency is not in accordance with their fields, it affects high turnover intention.

3. Psychological Empowerment Mediates the Effect of Supervisor Support on Turnover Intention

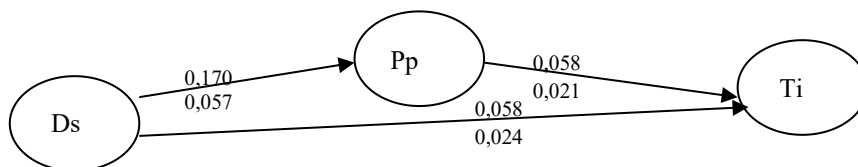


Figure4. Path Analysis Supervisor Support, Psychological Empowerment, Turnover Intention

$$Z = \frac{0,170 \times 0,058}{\sqrt{(0,058^2 \times 0,057^2) + (0,170^2 \times 0,021^2)}} = 2,026$$

Hypothesis 3 which mentions psychological empowerment mediates supervisor support for the turnover intention of the textile and textile product industries in Central Java. Sobel test value 2.026 > cut-off 1.97 then psychological empowerment convincingly acts as a mediating variable that connects the influence of supervisor support to turnover intention. Psychological empowerment strengthens the influence of supervisor support on turnover intention, meaning that the interaction between supervisor support and psychological empowerment will reduce the desire of employees to leave the lower.

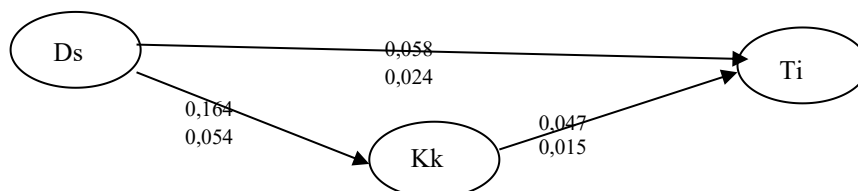


Figure 6.2 Path analysis Support for Supervision, Work Engagement, Turnover Intention

$$Z = \frac{0,058 \times 0,164}{\sqrt{(0,164^2 \times 0,024^2) + (0,058^2 \times 0,054^2)}} = 2,181$$

In this research based on the sobel test, there is an indirect effect between the variables studied, because the value of the sobel test is 2.18 > 1.96, it can be concluded that the work involvement variable is a mediator variable, in other words the supervisor's support is not necessarily directly influences the intention to change work but through work involvement as a mediator variable. Thus, the results of this study also prove the hypothesis that there is an influence between supervisor support and turnover intention through the mediator variable of work involvement in textile and product industry employees. Work engagement strengthens the influence of supervisor support on turnover intention, meaning that the interaction between supervisor support and work involvement will reduce employee desires to leave even lower.

4. Psychological Empowerment Mediates the Effect of Competence on Turnover Intention

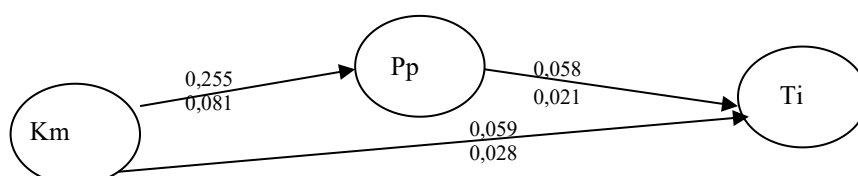


Figure 6.3 Path analysis Competency, Psychological Empowerment, Turnover Intention

$$Z = \frac{0,255 \times 0,058}{\sqrt{(0,058^2 \times 0,081^2) + (0,255^2 \times 0,021^2)}} = 2,076$$

This study of competency and intention to change job variables shows that competency has a significant influence on intention to change job which is indicated by the value of the sobel test $2.08 > 1.96$ that the psychological empowerment variable is a mediator variable, in other words, competence does not necessarily correlate directly with intention to change job but rather through psychological empowerment as a mediator variable. Psychological empowerment strengthens the influence of competence on turnover intention, it means that the interaction between competence and psychological empowerment will reduce employee desires to come out even lower. Because the aspects of meaningfulness, self-determination, Competence, and impact, it is necessary to get attention for management engaged in the TPT industry to pay attention to psychological empowerment of employees. Psychological empowerment when interacted with employees' internal abilities in the form of cognitive abilities, individual abilities, resource capabilities, interpersonal abilities and information and technology capabilities will provide a strong push or effect on employees' desire to stay at home not leaving the company.

5. Work Engagement Mediates the Effect of Competence on Turnover Intention

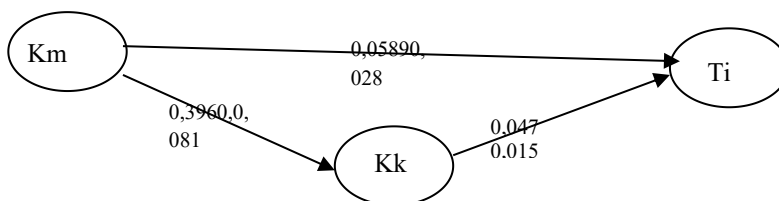


Figure 6.4. Path analysis Competency, Work Engagement, Turnover Intention

$$Z = \frac{0,104 \times 0,059}{\sqrt{(0,059^2 \times 0,011^2) + (0,104^2 \times 0,028^2)}} = 2,057$$

The work involvement mediates the effect of competency support on turnover intention in the textile and textile product industries in Central Java, can be accepted, because the results of tests conducted in this study of the variables of competence and intention to move work indicate that competence has a significant influence on the intention to change work through work involvement, based on the sobel test $2.057 > 1.96$ that the variable work involvement is a mediator variable, in other words, competence does not directly influence the intention to change work but through work involvement as a mediating variable. Thus, the results of this study also prove the hypothesis that there is an influence between competence on the intention to change job through mediating variables of work involvement in textile industry and textile product employees, mediating work involvement which strengthens the effect of competence on turnover intention can strengthen the effect of competence on turnover intention, it is necessary to get attention for management engaged in the textile industry to pay attention to employee work involvement. Work engagement includes employee involvement with colleagues, employee involvement with outside parties, employee involvement with the leadership or supervisor, employee involvement in working time combined with internal employee capabilities in the form of cognitive abilities, individual abilities, resource capabilities, interpersonal skills and information skills and technology will provide a strong impetus or effect on employees' desire to stay at home not to leave the company.

7.1 Conclusion

1. The results of statistical testing the effect of supervisor support on turnover intention proved significant. This means that the more intensive supervisory support is carried out by the textile industry and textile products, the more it can reduce the level of turnover intention. The results of this study provide a positive confirmation of the results of previous studies and give an indication of the importance of supervisor support that must be carried out by the textile industry and textile products.

2. The results of statistical tests prove that competence significantly mediates the effect of supervisor support on turnover intention. Competence strengthens the influence of supervisor support on turnover intention, meaning that the interaction between supervisor support and competence will reduce employee desires to leave even lower.
3. The results of statistical tests prove that psychological empowerment significantly mediates the effect of supervisor support on turnover intention. Psychological empowerment strengthens the influence of supervisor support on turnover intention, meaning that the interaction between supervisor support and psychological empowerment will reduce the employee's desire to leave the lower.
4. The results of statistical tests prove that work involvement significantly mediates the effect of supervisor support on turnover intention. work involvement strengthens the influence between supervisor support on turnover intention, meaning that the interaction between supervisor support and work involvement will reduce employee desires to leave even lower.
5. The results of statistical tests prove that psychological empowerment significantly mediates the effect of competence on turnover intention. Psychological empowerment strengthens the influence of competence on turnover intention, meaning that the interaction between competence and psychological empowerment will reduce employee desires to come out even lower.
6. The results of statistical tests prove that work involvement significantly mediates the effect of competence on turnover intention. work engagement strengthens the influence between competencies on turnover intention, meaning that the interaction between competencies and work involvement will reduce employee desires to leave the lower.

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