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## ***SUPERVISOR SUPPORT IS A KEY FACTOR IN MEDIATING BURNOUT AGAINST EMPLOYEE TURNOVER INTENTION OF PT. PERINTIS KARYA SENTOSA SEMARANG***

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**Abstract:** In this current work environment, the role of supervisor support as a mediator in overcoming burnout and its impact on employee turnover intention is the main focus. This research tries to explore the relationship between burnout, job insecurity, and turnover intention, as well as the mediating role of supervisor support, through research conducted on 80 employees of PT. Perintis Karya Sentosa Semarang and data are processed using PLS 3.0 software. The research results show that there is a significant negative influence between supervisor support and turnover intention. Furthermore, it was found that job insecurity and burnout had a positive and meaningful relationship with turnover intention. These results underline the critical role of supervisor support as a crucial factor in mediating the impact of burnout on employee turnover intention.

**Keywords:** supervisor support, job insecurity, burnout, turnover intention

### **INTRODUCTION**

Work is an essential element in the lives of most individuals. Work is not only a routine activity but also contributes to well-being and is inherent in a person's identity. Employees spend a lot of their time at work, and a good work experience has a significant impact on their physical, emotional and financial health. Research by (Boamah et al., 2022) said that a supportive work atmosphere can help develop individual potential and increase employee work motivation. Additionally, research (Naufal et al., 2023) conveyed that workers are expected to maximize their employees' skills and talents so as to create a positive work climate.

Employee turnover is a common problem faced in HR management. Factors that

cause employees to want to leave include the level of fatigue. Burnout refers to physical and mental exhaustion due to ongoing work pressure and high demands (Laily et al., 2020). Supervisors are expected to be able to help overcome burnout and reduce employee turnover. Among the various forms of assistance, guidance and recognition provided by superiors to subordinates, supervisor support is the main factor that can influence employee work performance.

Tnay et al., (2013) conveyed that there is a significant negative relationship between supervisor support and turnover intention, meaning that the more support from superiors, the less employees will want to leave. However, there are differences shown (Buulolo & Ratnasari, 2020) that there is a positive and significant relationship between manager support and the desire to leave, which shows that even though the manager provides excellent support, the employee's willingness to go is also high.

Based on the description above regarding supervisor support, job insecurity, burnout and turnover intention, as well as the problem of employee turnover at PT Perintis Karya Sentosa Semarang, this research was carried out with the title "Supervisor Support as a Key Factor in Mediating Burnout Against Employee Turnover of PT. Perintis Karya Sentosa Semarang".

## **METHODS**

The research carried out is quantitative, using a saturated sampling technique used on company employees. PT. Perintis Karya Sentosa with 80 employees. Saturated sampling (Sugiyono, 2019) is an approach that takes the entire available population as a sample without carrying out unique selection or grouping. Data collection was carried out through a questionnaire method, which was distributed online using Google Forms. The questionnaires distributed contain statements related to the variables of this research, including supervisor support, job insecurity, turnover intention and burnout. Filling out the questionnaire uses a Likert scale as a guide; respondents are asked to give a value from 1 to 5 for each statement. In this research, the SmartPLS 3.0 program uses the Structural Equation Model (SEM).

## **LITERATURE REVIEW**

### **Turnover Intention**

According to (Audina & Kusmayadi, 2022), the employee's desire to leave their job voluntarily is the definition of the intention to quit the job or turnover intention. (Ajiputra & Yuniawan, 2016) This reinforces this opinion by saying that turnover intention means that employees want to leave the company while receiving compensation from the company.

Social factors and workplace relationships also influence workers' desire to leave the company. According to research conducted (Kuntary, 2019), if employees feel less close to their coworkers, they are more likely to leave their jobs. This happens if employees feel like they have to sacrifice a lot to stay there or if they feel less connected to the company.

Turnover intention High employees often show their employees' dissatisfaction with their job or their company (Paramita & Hendratmoko, 2021). One source of employee dissatisfaction can stem from the belief that the compensation they receive is not commensurate with the quality of the work they provide. Additionally, workers may experience the feeling that what they do for the company is not appreciated. Lastly, work that is perceived as unchallenging or does not allow for personal development can also cause employees to become dissatisfied, which in turn leads to high turnover. Companies can increase employee retention, increase employee satisfaction, and reduce high turnover by understanding these factors.

Meridiana & Gumelar, (2021) They conveyed the existence of a significant negative influence between supervisor support and turnover intention. Supervisor support is an essential factor because the lower the supervisor's support, the greater the possibility of employees leaving their jobs. Likewise, research (Kalidass & Bahrn, 2015) shows the results that manager support has a negative effect on employees' desire to leave. This research indicates that the lower the manager's support an employee receives, the higher the employee's desire to leave work.

The supervisor's availability to listen to employee problems, provide constructive guidance, and show empathy for employee difficulties were significantly related to reducing employee

intentions to leave their jobs. The research results show that the impact between superior support and the intention to leave work is very harmful. In other words, sound, outstanding support can help reduce subordinates' desire to leave work.

Research results (Audina & Kusmayadi, 2022) show that job insecurity influences employee turnover intention in a significantly positive way. The same thing was also conveyed by (Kuntary, 2019). It was also found that there was a positive correlation between job insecurity and employees' encouragement to leave the company. The high rate of job insecurity will also have a high impact on the turnover intention of company employees. A study (Utami & Bonussyeani, 2009) found that higher job uncertainty leads to less commitment at work and more desire to move.

A study (Septiari & Ardana, 2016) found that job insecurity has a positive and significant influence on the desire to move. They said that the results of the analysis of the job insecurity variable show that it has a positive correlation with turnover intention, which means that if job security increases, turnover intention also increases.

Burnout has a positive and significant impact on turnover. According to the opinion of (Yosiana & Suci, 2022) job burnout is defined as emotional exhaustion towards work. This is in line with the argument (Rahim & Cosby, 2016) that job burnout has a positive and significant impact on the desire to stop working. Another study by (Zhang et al., 2020) found a positive and significant correlation between burnout and employees' willingness to leave.

A study (Lestari & Diana, 2023) found a significant relationship between burnout and turnover intention or the desire to quit. The results of this research emphasize the importance of paying attention to the emotional and mental well-being of employees in the work environment. Given these findings, companies can consider the importance of improving employee welfare programs that can help prevent burnout, as well as ensure a healthy and productive work environment.

(Purba et al., 2023) said that burnout is one of the factors that can cause employees to want to move because fatigue itself is a condition experienced by employees, such as loss of enthusiasm and frustration because they feel they are not appreciated at their workplace. This reduces employee work motivation and triggers changes in employees' attitudes.

## **Burnout**

Herbert Freudenberger, a clinical psychologist who deeply understood the stress response experienced by employees working in the public service sector, was the first to use the term "burnout". In 1974, Freudenberger defined burnout as a psychological stress syndrome that shows a negative response to the stress imposed by his work (Pradana et al., 2017). People who experience burnout tend to lose energy and interest in doing their work. Some opinions consider fatigue as part of more stress.

Burnout is when someone feels very tired and bored with their routine work. Apart from that, fatigue can also have an impact on a person's condition, such as depression and the desire to resign from the work they do (Laily et al., 2020). Burnout can also be defined as a condition of boredom that can cause a person to be disappointed, lose interest, and lose the desire to work. In contrast, burnout is a condition that includes psychological exhaustion, cynicism, and inefficiency at work (Paramita & Hendratmoko, 2021). The stress a person experiences in complex social relationships is considered a cause of burnout.

Four general indicators are often used to identify burnout according to Maslach in (Hayati & Fitria, 2018) namely Emotional Exhaustion, Depersonalization, Reduced Personal Achievement and Tendency to Avoid Work. These four indicators provide a complete picture of the burnout conditions often experienced by employees. They conducted in-depth research on how long-term stress at work can impact a person as a whole. Feelings of physical or emotional exhaustion, along with a sense of hopelessness and increased stress levels, are often fundamental characteristics of emotional exhaustion. If someone displays a cold attitude, this can disrupt working relationships and reduce the quality of performance or services provided.

A reduction in personal achievement indicates that a person feels unable to meet the work goals that have been set. As a result, self-confidence and desire to work also decrease. However, a desire to avoid work indicates that a person has lost the desire to engage in their work, which can affect their productivity and quality of work. A good understanding of the four signs of burnout can help employees recognize, prevent, and overcome burnout in their workplace. This will also help organizations be more efficient and improve everyone's mental health.

Nurlaila, (2017) stated there was a significant negative relationship between supervisor support and emotional exhaustion. An employee who gets support from a superior in completing tasks and problems is less likely to experience emotional exhaustion. He also said that if superiors can listen to employee problems, provide guidance and show empathy for employee difficulties, this is significantly associated with reducing burnout levels. According to (Wonua et al., 2023), there is a negative correlation between supervisor support and burnout. In other words, the more support from superiors, the fewer symptoms of burnout.

Rohyani & Bayuardi, (2021) Found that job insecurity had a significant positive impact on job stress. A study carried out by (Astuti & Rizana, 2022) concluded that job insecurity has a significant positive effect on burnout, which indicates that job insecurity can trigger burnout in employees. These findings reflect the importance of understanding the impact that job insecurity has on employee well-being and performance. Thus, special attention needs to be paid to creating a more stable work environment and providing job security guarantees for employees in order to reduce the negative impact of job insecurity on their well-being.

H1: Burnout is positive and significant on turnover intention.

### **Supervisor Support**

Supervisor Support is a condition where leaders appreciate the performance of their employees and care about employee welfare (Buulolo & Ratnasari, 2020). Supervisor support, according to (Novrandy & Tanuwijaya, 2022), refers to a superior's ability and readiness to provide support, guidance, and constructive assessment to his or her subordinates. This is believed to be able to influence employee motivation, engagement and well-being in the work environment.

According to (Asmaradita, 2013), supervisor support refers to interactions between supervisors and subordinates that include open communication, availability, and a willingness to listen and help resolve problems faced by employees. Supervisory support can be defined as a superior's efforts to provide the resources, information and guidance needed by employees to achieve work goals effectively. This allows for the creation of a work environment that focuses on employee growth and development.

H2: Supervisor support is significantly negative on burnout

H3: Supervisor support has a significant negative effect on turnover intention.

### **Job Insecurity**

Hayati & Fitria, (2018) Job insecurity refers to the feelings of insecurity that a person experiences while they are working due to the distractions and insecurities that exist in their workplace. Audina & Kusmayadi, (2022) Defines job insecurity as a condition where employees feel uncertainty in the workplace. Job insecurity is a psychological state experienced by subordinates who feel anxious or unsure because of the continuous changes that occur in their workplace.

Kuntary, (2019) adding that the increasing number of temporary or contract jobs often leads to job insecurity. This incident occurred because many types of work were only available for a certain period, which made employees feel unsure about their jobs. Many workers think that their job stability is threatened because many types of work are only contracts, which can have a negative impact on their psychological and physical condition.

The uncertainty of working hours that are not regularly scheduled makes employees feel insecure and makes it difficult to plan activities outside of work. They also think unstable about possible salary reductions. Additionally, concerns about possible pay cuts can increase stress, reduce financial stability, and make employees feel unsafe at work. Taken together, these two things lead to disruptive uncertainty, which has a negative impact on employee well-being.

Job insecurity is defined as a condition when employees feel insecure due to uncertainty about their jobs at the company. Keep in mind that the short- and long-term effects of workplace insecurity can have on workers' mental and physical health.

H4: Job insecurity is positive and significant on burnout

H5: Job insecurity is positive and significant on turnover intention.

## FINDING AND DISCUSSIONS

### Respondent Characteristics

The respondents have various backgrounds. Respondents' age, gender and educational background were classified in this study.

**Table 1. Respondent Characteristics**

No	Variable	Category	Amount	Percentage
1	Age	20 – 25 years old	33	41%
		26-30 years old	30	37%
		31-35 years old	8	10%
		>35 years old	9	12%
2	Gender	Man	42	53%
		Woman	38	47%
3	Last education	Senior High School	6	8%
		Bachelor degree	74	92%

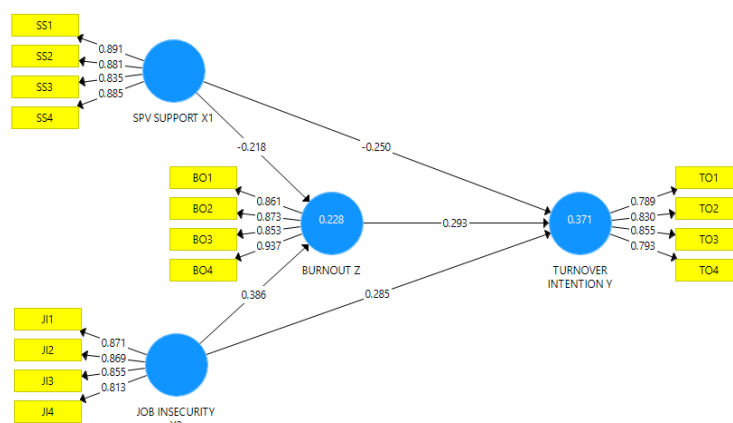
From Table 1, it is known that of the total of 80 respondents, 33 were 20–25 years old, 30 were 26–30 years old, eight were 31–35 years old, and nine were over 35 years old. The majority of the sample and population are men (41%). The majority of employees are aged between 20-25 years (41%), with the majority having a bachelor's degree at 92%.

### Quantitative Analysis Results

SmartPLS requires that the data be valid and reliable, so in the initial stage, it evaluates the outer and inner models. Hypothesis testing uses the SmartPLS 3.0 application using the Partial Least Square (PLS) analysis method to test the hypothesis.

### Outer Model Evaluation

An outer model assessment was carried out to determine the reliability and validity of each construct. The following table shows the results of these measurements. This table summarizes the criteria for each indicator, including Loading Factor, AVE, Composite Reliability and Cronbach's Alpha. In addition, a multicollinearity test was carried out to identify multicollinearity between variables by assessing the correlation between independent variables. The following scheme and table:



**Figure 1. PLS Outer Model Schematic**

**Table 1. Loading Factor, AVE, Composite Reliability and Cronbach's Alpha for each indicator**

Variable	Indicator	Items	Loading factors*)	AVE**)	Composite reliability***)	Cronbach Alpha****)
<i>Supervisor Support</i>	Hear subordinates' problems	SS1	0.891	0.762	0.928	0.897
	Motivate subordinates	SS2	0.881			
	Consistent guidance	SS3	0.835			
	Appreciation of subordinates' performance	SS4	0.885			
<i>Job Insecurity</i>	Short-term work contracts	J11	0.871	0.726	0.914	0.875
	Uncertainty of the future	J12	0.869			
	Working hours are not fixed	J13	0.855			
	Worried about salary reduction	J14	0.813			
<i>Turnover Intention</i>	looking for new job	TO1	0.789	0.668	0.889	0.834
	It doesn't matter the results of the work	TO2	0.830			
	Decreased motivation	TO3	0.855			
	Increased absenteeism	TO4	0.793			
<i>Burnout</i>	Emotional exhaustion	BO1	0.861	0.778	0.933	0.904
	Depersonalization	BO2	0.873			
	Reduction in performance	BO3	0.853			
	Avoiding work	BO4	0.793			

\*) Loading factor is valid if the value is > 0.6; \*\*) AVE is valid if the value is > 0.5 \*\*\*) Composite reliability is valid if the value is > 0.7; \*\*\*\*) Cronbach Alpha is valid if the value is > 0.6.

The results of the validity analysis through the average variance extracted (AVE) for each construct must be more than 0.60. At the same time, the AVE must exceed 0.50 because the sum of the squares of external loadings must be at least 50 per cent of the variable variance, and Cronbach Alpha must also exceed 0.60. Based on the analysis of Table 5, all items meet the criteria generated using SmartPLS 3.0 (Ringle et al., 2015). Next, test discriminant validity by assessing the heterotrait-monotrait correlation ratio (HTMT). One way to determine this is through the heterotrait-monotrait correlation ratio (HTMT), as recommended by (Hair et al., 2010); the HTMT value must be smaller than one so that it can be said to fulfil the assessment of discriminant validity. This can be seen in the following table:

**Table 2. HTMT Assessment**

Variable	<i>Burnout</i>	<i>Job Insecurity</i>	<i>Supervisor Support</i>	<i>Turnover Intention</i>
<i>Burnout</i>	0.882			
<i>Job Insecurity</i>	0.427	0.852		
<i>Supervisor Support</i>	-0.291	-0.190	0.873	
<i>Turnover Intention</i>	0.488	0.458	-0.389	0.817

### Inner Model Evaluation

Coefficient Determination (R<sup>2</sup>), Goodness of Fit Test, and Hypothesis Testing are used in the evaluation of this inner model by displaying the PLS scheme as follows:

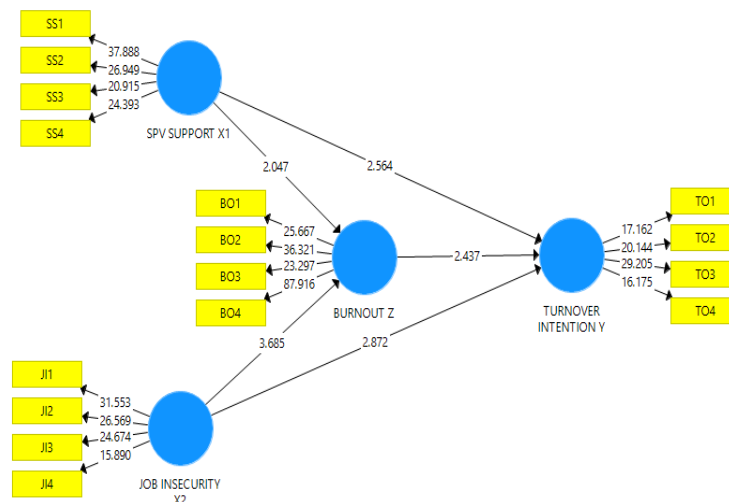


Figure 2. Inner PLS Bootstrapped Model Scheme

Table 3. R Square, R Square Adjusted, Predictive Relevance

	Coefficient of Determination		Predictive Relevance (Q <sup>2</sup> )
	R Square (R <sup>2</sup> )	R Square Adjusted	Q <sup>2</sup> value
<i>Burnout</i>	0.228	0.208	0.163
<i>Turnover intention</i>	0.371	0.346	0.234

The magnitude of the influence of other variables on the dependent variable can be calculated by the magnitude of the determination coefficient (R-square). Chin said that in a structural model if the R<sup>2</sup> result for the dependent latent variable is 75% or above, it shows how much influence the independent variable (which influences) has on the dependent variable. If the result is between 26% and 74%, it is categorized as a moderate influence, and if it is below 25%, it is categorized as a weak influence.

The R Square table is used to determine the magnitude of the influence of the supervisor support and job insecurity variables on burnout, which is 0.228 or 22.8% and states that it has a weak influence value. Then, R Square was used to determine the influence of supervisor support, job insecurity, and burnout variables on turnover intention with a value of 0.371 or 37.1%, which was stated to have a moderate influence value.

The Goodness of Fit assessment can be determined from the Q-square value. If the Q<sup>2</sup> value is less than 0, then the variables or data cannot predict the model well, and if the Q<sup>2</sup> value is greater than 0, then the variables or data can predict the model well. If we pay attention, this research has good Goodness of Fit in its calculation results, with a Q-Square value of 0.514, or 51.4%, which shows the amount of data that the research model can offer at 51.4%. Other factors not included in this study accounted for 48.6% of the total. Thus, it can be seen from these results that this research model can be stated to have good Goodness of Fit.

After data processing is carried out, the results can be used to answer the hypothesis in this research. The theory is accepted if the P value <0.05. Because there are independent variables, dependent variables, and mediating variables, this research has direct and indirect effects. The results of hypothesis testing in the SmartPLS 3.0 program can be seen using the Path Coefficient Bootstrapping Technique as follows.

**Table 4. Hypothesis Test Results via Path Coefficient Bootstrapping Technique**

	Original Samples (O)	Samples Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Results
<i>Burnout(Z) → turnover intention (Y)</i>	0.293	0.293	0.121	2,417	0.016	Significant positive
<i>Supervisor support(X1) → burnout (Z)</i>	-0.218	-0.220	0.101	2,150	0.032	Significant negative
<i>Supervisor support(X1) → turnover intention (Y)</i>	-0.250	-0.255	0.097	2,575	0.010	Significant negative
<i>Job insecurity(X2) → burnout (Z)</i>	0.386	0.393	0.106	3,649	0,000	Significant positive
<i>Job insecurity(X2) → turnover intention (Y)</i>	0.285	0.291	0.100	2,853	0.004	Significant positive
<i>Supervisor support(X1) → burnout (Z) → turnover intention (Y)</i>	-0.064	-0.067	0.045	1,433	0.152	Not significant
<i>Job insecurity(X2) → burnout (Z) → turnover intention (Y)</i>	0.113	0.114	0.056	2,011	0.044	Significant

There are five hypotheses in this research. The bootstrapping analysis technique is used to carry out hypothesis testing. The influence of the level of significance between the independent variable and the dependent variable can be measured using t-statistical results. The effect is significant if the statistical t value is  $>1.967$  (=  $TINV(0.05,50)$ , or t-table significance 5%). Judging from Table 5 above, we can find that the t-statistic burnout to a turnover intention is greater than the t table (1.967), namely 2.417, with a P-value of  $<0.05$ , namely 0.016. It can be concluded that the direct influence of burnout on turnover intention is positive and significant, in line with the proposed hypothesis. So, H1 is accepted. The direct effect of supervisor support on burnout has a t-statistic value more significant than the t-table (1.967), namely 2.150, with a P-value  $<0.05$  of 0.032. It can be concluded that the direct effect of supervisor support on burnout is negative and significant, in line with the proposed hypothesis. So, H2 is accepted.

The direct influence of supervisor support on turnover intention has a t-statistic value that is greater than the t-table (1.967), namely 2.575, with a P-value  $< 0.05$ , namely 0.010. It can be concluded that the direct influence of supervisor support on turnover intention is negative and significant, in line with the proposed hypothesis. So, H3 is accepted. The direct influence of job insecurity on burnout has a t-statistic value more significant than the t-table (1.967), namely 3.649 and a P-value  $< 0.05$ , namely 0.000. It can be concluded that the direct influence of job insecurity on burnout is positive and significant, in line with the proposed hypothesis. So, H4 is accepted. The direct influence of job insecurity on turnover intention has a t-statistic value that is greater than the t-table (1.967), namely 2.853 and a P-value  $< 0.05$ , namely 0.004. It can be concluded that the direct influence of job insecurity on turnover intention is positive and significant, in line with the proposed hypothesis. So, H5 is accepted.

## Discussion

This study found a positive and significant relationship between job insecurity and burnout on PT's turnover intention. Perintis Karya Sentosa employees. Job insecurity can interfere with employee concentration and focus. This finding is in line with previous research (Lestari & Diana, 2023) and (Rahim & Cosby, 2016), who said that job insecurity and burnout influence employees' desire to resign. When employees always feel insecure about their future work, this can cause physical and mental fatigue, causing burnout in the future. Additionally, they may face difficulties in making important work-related decisions, which ultimately increases stress levels. Burnout contributes significantly to increasing employee turnover.



This condition is often associated with physical and emotional fatigue, thereby reducing employee motivation and performance. When employees feel burnt out and do not have certainty about future employment, they may be open to looking for new opportunities in other places that are more positive and stable. Overall, the combination of workplace insecurity and ongoing burnout, which often occurs as a result of feeling unsafe, drives employees to seek a more stable, supportive workplace that can meet employees' needs.

So, support from a supervisor plays a significant role in reducing employee burnout so that it can reduce employee turnover intention. When a boss is able to show concern for the welfare and needs of his employees, provide constructive input, and listen to the problems his subordinates are facing, this can reduce the level of stress and emotional exhaustion, which often triggers burnout in employees. If supervisors are responsive to employee needs, a more positive work environment will be created, and employee self-confidence will increase.

Not only that, but superior support also influences employees' desire to stay in the organization where they work. When employees feel supported by their superiors, they will feel more emotionally connected to their work and feel more valued in the work environment. This can increase the level of job satisfaction and motivation to remain productive in the work environment. There is a support supervisor. A strong attitude makes employees feel that the organization cares about their employees, thereby reducing the tendency of employees to look for new jobs and leave their jobs when experiencing difficulties. Therefore, strong supervisor support not only lowers employee burnout but can also reduce employees' desire to leave their jobs.

## CONCLUSION

This research can draw conclusions namely unsafe work situations have been proven to have a significant negative impact on burnout levels and also influence employee turnover intention in the company. Job-related uncertainty, including concerns about job security and salary reductions, affects employees' well-being and increases their desire to leave their jobs. This emphasizes the importance of job stability in determining the level of employee satisfaction and involvement in their work.

On the other hand, supervisor support can reduce burnout and the desire for PT-Perintis Karya Sentosa employees to leave their jobs. The results of this study are in line with previous findings. This indicates that the supervisor's role is essential in reducing the level of burnout in the work environment so that it can have a positive impact on employee welfare and productivity. If the relationship between supervisors and employees creates a good work environment, it will minimize the risk of employee fatigue and increase organizational success.

The support provided by superiors not only affects employees' emotional well-being but also keeps employees in the company where they work. High supervisor support includes, among other things, listening to employee problems with empathy, providing constructive guidance, showing concern for employees, contributing to reducing levels of stress and emotional exhaustion, and strengthening employee attachment to the organization where they work.

High supervisor support can reduce the negative impact of job insecurity and fatigue on employees. Supervisor support in providing a supportive work environment, providing constructive guidance, and paying attention to employee needs plays a significant role in retaining employees and preventing their tendency to leave their jobs. In this context, efforts to increase supervisor support can be an efficient way to reduce the level of burnout and turnover intention in the work environment.

Job Demands-Resources (JD-R) theory states that job insecurity and burnout have a positive effect on turnover intention. These results support the hypothesis that explains the relationship between job insecurity, burnout, and turnover intention. This research shows that supervisor support is critical to reducing burnout and the desire to stop working. Supervisor support can also help reduce the negative impact of job uncertainty and fatigue on employees. Overall, this research helps develop a theory about what influences employees' turnover intentions.

The results of this research provide important implications for company HR management in efforts to reduce turnover *intention*. First, companies must promote work environments that provide security and stability to reduce job insecurity. Second, there needs to be increased

programs to prevent and overcome burnout, including activities that reduce stress and improve employee well-being. Third, companies need to improve the quality of leadership training to increase their ability to provide more significant support, guidance and attention to their subordinates. This is in line with the conservation of resources theory in positive psychology, which explains that individuals try to obtain, maintain and protect resources that are valuable to them. Supervisor support is an essential social resource that helps employees cope with work demands thereby preventing burnout (Hobfoll et al., 2018).

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