



The Impact of Supervisor Support on Turnover Intention: The Mediating Role of Work Engagement among Hospitality Industry Employees

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ARTICLE INFO

Keywords: Hospitality Industry, Supervisor Support, Turnover Intention, Work Engagement

Received : 20, June

Revised : 22, July

Accepted: 29, August

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ABSTRACT

This study examines the impact of supervisor support on turnover intention, with work engagement as a mediator among hospitality industry employees in South Tangerang. Utilizing a quantitative design, data were collected via online questionnaires from 108 hotel employees selected through purposive sampling. Structural equation modeling (PLS-SEM) via SmartPLS 4 analyzed the data. The results reveal that supervisor support significantly reduces turnover intention and enhances work engagement. Furthermore, work engagement significantly decreases turnover intention and partially mediates the indirect relationship between supervisor support and turnover intention. This study shows that the effectiveness of supervisor support depends on employees' ability to direct leadership attention into work engagement, implying the need for integrated, capacity-driven organizational interventions.

INTRODUCTION

In today's highly competitive business landscape, human resources serve as a primary asset determining organizational survival, adaptation, and performance (Yuswardi et al., 2025). Within this fast-changing environment, human resources play a significant role in driving adaptation and change inside the organization (Neman & Hosen, 2024). Consequently, organizations must manage their workforce professionally to ensure employee quality and potential can develop optimally (Neman & Hosen, 2024). Proper human resource management does not only improve organizational performance, but it also becomes a foundation for building a sustainable competitive advantage (Neman & Hosen, 2024). This management condition is highly relevant in the service industry, where service quality is heavily influenced by the competence and ability of employees to meet customer needs (Abdullah et al., 2022). High-quality service will directly increase customer satisfaction, consumer loyalty, and overall company performance (Vidyanata, 2022).

One service industry with a high dependence on the quality of its human resources is the hospitality industry. Because it operates in the service sector, the main operations of this industry rely heavily on the quality of service provided to consumers, making employee performance in completing tasks a crucial role because this aspect determines the quality of the service itself (Hussein et al., 2023). In addition, the hospitality industry has an important role in modern economic growth and is classified as a labor-intensive industry because most service activities in its operations still rely on human labor (Wang & Jiang, 2024). However, the hospitality industry faces heavy challenges given that its employee turnover rate is relatively high. Employee turnover in the Indonesian hospitality sector reaches 11–38% annually (Wowor et al., 2022). Meanwhile, an ideal turnover rate only ranges from 5–10% per year, and turnover exceeding 10% is considered high (Gillies as cited in Wijayanto et al., 2022). High employee turnover clearly creates losses for the company, starting from rising budgets for recruitment and retraining, disruption of operational stability, to the loss of valuable assets in the form of skills and work experience carried away by old employees (Jun & Eckardt, 2025).

The hospitality industry also plays a major role in supporting the Gross Regional Domestic Product (GRDP) of South Tangerang. According to data from Badan Pusat Statistik, the rapid expansion from 21 star-rated hotels in 2024 to 26 hotels in 2025 highlights intensifying local competition. The growth in the number of hotels has caused business competition among companies to become more competitive, especially in acquiring customers and retaining potential workers so they do not leave the company. This is because the hospitality industry relies heavily on the quality of its employees, where the services provided require skilled labor capable of interacting directly with customers while representing the company image (Ghani et al., 2022). This situation demands that companies understand and remain sensitive to the determining factors that can minimize employees' desire to stop working (Khairunisa & Muafi, 2022). An employee's desire to leave the company is a serious issue in

human resource management that can affect corporate stability and performance (Panjaitan et al., 2025).

To mitigate this problem, previous research highlights the critical roles of supervisor support and work engagement (Kissi et al., 2023). Supervisor support represents the extent to which a manager appreciates employee contributions and shows real concern for the welfare of subordinates (Indra et al., 2023). Supervisor support provided consistently can create a sense of reciprocity within subordinates, leading them to work harder to help the manager achieve the goals set by the company (Suhardoyo et al., 2022). Besides affecting work motivation, support from supervisors also plays a role in increasing employee retention if given properly and proportionally, while still maintaining a balance between showing concern for employees and giving them space for independence (Wulandari & Ekhsan, 2024). However, supervisor support often does not reduce turnover intention directly, requiring an underlying psychological mechanism such as work engagement. A high level of engagement indicates that besides being physically present at the workplace, employees also involve their mental and emotional aspects in executing their roles (Tanamal et al., 2025). Engaged employees are more motivated and committed to their work, resulting in higher productivity levels, which can improve overall results and contribute to organizational success (Dhedia & Sarkhel, 2024).

While Kissi et al. (2023) established that supervisor support increases work engagement and subsequently reduces turnover intention, this current study introduces critical contextual shifts to enrich existing literature. Unlike the baseline study which focused on construction professionals in Ghana, this research targets a unique niche sample comprising 108 operational and senior staff in the expanding hospitality market of South Tangerang, Indonesia. By capturing this specific service sector environment, this study offers fresh empirical insights into hospitality human resource dynamics in developing Asian regions. Based on these logical and phenomenological gaps, this research aims to analyze the direct effect of supervisor support on turnover intention, examine its impact on work engagement, evaluate the influence of work engagement on turnover intention, and test the mediating role of work engagement among hotel employees in South Tangerang, thereby providing a strategic reference for hotel management to establish adaptive retention policies.

LITERATURE REVIEW

Social Exchange Theory

The primary theoretical foundation of this study is the Social Exchange Theory. From this theoretical perspective, the principle of reciprocity serves as the main foundation in building relationships between employees and organizations, establishing conditions where managerial treatment shapes the behavioral and attitudinal responses of employees back to the organization. When individuals perceive good treatment, they tend to build more stable and sustainable long-term working relationships through (Cropanzano & Mitchell as cited in Ahmad et al., 2023)

Furthermore, social relations within an organization are built based on the exchange of resources, including assistance, knowledge, and appreciation, where employees feel driven to engage in a relationship when the benefits outweigh the costs (Blau as cited in Kissi et al., 2023). Consequently, the continuity of a relationship between two parties is influenced by the balance between costs and benefits; if the costs incurred exceed the benefits obtained, the relationship tends to be abandoned or terminated (Emerson as cited in Tchouchu, 2022). Within organizational contexts, Social Exchange Theory reveals that supervisor support can drive positive work behaviors among subordinates, including increased levels of work engagement, while simultaneously minimizing negative job consequences, such as the emergence of an employee's desire to leave the company (Lei et al., 2023).

Turnover Intention

The concept of turnover intention basically measures how strong an employee's desire or tendency is to leave their current position and start looking for new career opportunities in another company (Park et al., 2024). It is defined as an employee's voluntary desire to leave their job, which generally becomes the initial stage before the actual act of quitting occurs (Nguyen et al., 2023).

Supervisor Support

Supervisor support reflects how far a superior can appreciate the hard work of subordinates while caring about their well-being, playing a crucial role in creating employee responses regarding their work (Hernaus et al., 2024). It is defined as a form of attention and support provided by supervisors regarding employee well-being and productivity, which is demonstrated through care and recognition of the work and achievements completed by employees (Effendi et al., 2025).

Work Engagement

Work engagement describes a condition where employees possess positive feelings toward their work, enabling them to perform with exceptional energy, enthusiasm, and commitment (Wardhana et al., 2024). Theoretically, work engagement is viewed as a relatively stable job-related state of well-being, which is primarily influenced by factors within the job and the availability of resources that individuals possess (Mäkikangas et al., 2022).

Hypotheses

H1: Supervisor Support has a significant effect on Turnover Intention.

H2: Supervisor Support has a significant effect on Work Engagement.

H3: Work Engagement has a significant effect on Turnover Intention.

H4: Work Engagement mediates the relationship between Supervisor Support and Turnover Intention.

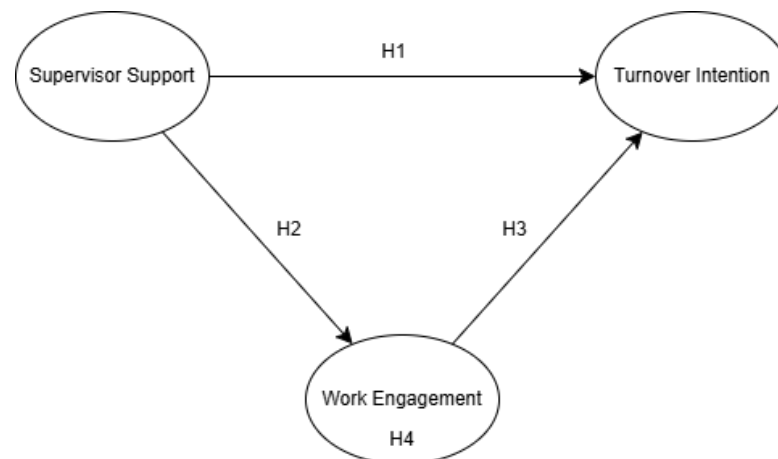


Figure 1. Supervisor Support, Work Engagement, Turnover Intention

METHODOLOGY

This quantitative study utilizes structured online questionnaires to gather data from active hospitality employees in South Tangerang. The population of this research includes all individuals currently employed within the hotel sector of South Tangerang. Following the sample guidelines of Hair et al. as cited in Nasr et al. (2023), which require a minimum sample of 5 times the 19 indicators (95 respondents), a non-probability purposive sampling technique was applied to successfully recruit a niche sample of 108 respondents. The sample was restricted to hotel staff and senior staff with permanent or contract status and a minimum tenure of one year. Data analysis is executed through Partial Least Square-Structural Equation Modeling (PLS-SEM) using SmartPLS 4 software, which serves as an effective tool for examining the mediating mechanism of work engagement between supervisor support and turnover intention within a small sample size (Hair et al., 2021).

The data evaluation process is systematically divided into two sequential stages: the measurement model (outer model) and the structural model (inner model) assessment. The outer model establishes construct validity and reliability, requiring factor loadings $>0,50$, an Average Variance Extracted (AVE) $>0,50$, a Heterotrait-Monotrait Ratio (HTMT) $<0,90$ for discriminant validity, and scores $>0,70$ for both composite reliability and Cronbach's Alpha. Subsequently, the inner model tests the hypothesized relationships, where paths are considered statistically significant if the t-statistic exceeds 1,96 with a p-Value below 0,05. The model's overall explanatory power is evaluated based on the R-square criteria, where 0,25 represents weak, 0,50 represents moderate, and 0,75 indicates a strong capability to explain the variance of the dependent variable (Hair et al., 2021).

RESEARCH RESULT

The data analysis in this study began by looking at the detailed profile of the respondents gathered from online questionnaires via Google Forms. Out of 116 total responses from hotel employees in South Tangerang, 8 responses were removed because they did not meet the research criteria. This left a final valid sample of 108 respondents, consisting of staff (66%) and senior staff (34%).

Interestingly, the demographic profile showed that the majority of respondents were female (58%), fell into the 22–25 age group (34%), and held a high school/vocational school (SMA/SMK) degree (41%). In terms of their work characteristics, most respondents worked in 3-star hotels (33%), belonged to the Back-Office department such as HR, Finance, and Sales & Marketing (27%), and had a job tenure of 1–3 years (43%). After checking for any extreme data (outliers) using SPSS boxplots and finding none, the data was processed through a two-stage analysis using Partial Least Squares-Structural Equation Modeling (PLS-SEM) in SmartPLS 4 software.

Evaluation of the Measurement Model (Outer Model)

Table 1 Measurement Model

Variables	Items	Loadings	AVE	Composite Reliability	Cronbach's Alpha
Supervisor Support	SS1	0,818	0,682	0,915	0,883
	SS2	0,841			
	SS3	0,793			
	SS4	0,803			
	SS5	0,872			
Work Engagement	WE1	0,854	0,643	0,942	0,930
	WE2	0,764			
	WE3	0,784			
	WE4	0,847			
	WE5	0,811			
	WE6	0,810			
	WE7	0,813			
	WE8	0,815			
	WE9	0,712			
Turnover Intention	TI1	0,804	0,697	0,920	0,891
	TI2	0,854			
	TI3	0,853			
	TI4	0,839			
	TI5	0,823			

As shown in Table 1, structural validity was fully achieved because all 19 indicators had factor loadings above the 0.70 limit. Additionally, as summarized, the reliability test was successful because the Cronbach's Alpha and Composite Reliability scores for supervisor support (Cronbach's Alpha = 0.883, Composite Reliability = 0.915), work engagement (Cronbach's Alpha = 0.930, Composite Reliability = 0.942), and turnover intention (Cronbach's Alpha = 0.891, Composite Reliability = 0.920) were all safely above the standard 0.70 limit. The Average Variance Extracted (AVE) values were also higher than the 0.50 requirement.

Table 2 Heterotrait – Monotrait Ratio (HTMT)

	Supervisor Support	Turnover Intention	Work Engagement
Supervisor Support			
Turnover Intention	0,707		
Work Engagement	0,819	0,673	

Table 3 Fornell-Larcker

	Supervisor Support	Turnover Intention	Work Engagement
Supervisor Support	0,826		
Turnover Intention	-0,632	0,835	
Work Engagement	0,745	-0,621	0,802

To ensure that each variable is unique and captures a different concept, discriminant validity was evaluated using both the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. As shown in Table 4, the Fornell-Larcker test was successful because the diagonal values (square root of AVE) for each variable were higher than any correlation values below them. Additionally, Table 5 shows that the HTMT ratios between all variables were well below the strict limit of 0,90. These results prove that all variables in this study are clearly distinct from one another.

Evaluation of the Structural Model (Inner Model)

After the outer model was confirmed valid and reliable, the second step was testing the structural model (inner model) using the bootstrapping feature in SmartPLS to see the direction and significance of the hypotheses.

Table 4 R²

Variabel	R²	Predictive Power Level
Turnover Intention	0,450	Moderate
Work Engagement	0,555	Moderate

As shown in Table 4, the model showed a moderate ability to explain the variables, where the **R²** value was 0,555 for work engagement and 0,450 for turnover intention. This means supervisor support explains 55,5% of work engagement and 45% of turnover intention. The hypotheses and direct relationships were evaluated using a 5% significance level, where a path is accepted if the p-Value is less than 0,05.

Table 5 Path Coefficients

Pengaruh Antar Variabel	Original Sample (O)	p-Values
Supervisor Support → Turnover Intention	-0,379	0,000
Supervisor Support → Work Engagement	0,745	0,000
Work Engagement → Turnover Intention	-0,339	0,001

Table 6 Hypothesis Testing Results

Hypotheses	Structural Path Trajectory	p-Values	Significance	Decision
H1	Supervisor Support → Turnover Intention	0.000	Significant	Supported
H2	Supervisor Support → Work Engagement	0.000	Significant	Supported
H3	Work Engagement → Turnover Intention	0.001	Significant	Supported
H4	SS → WE → TI (Mediation)	0.004	Significant	Supported

Based on the path coefficients detailed in Table 5, the results showed that supervisor support has a significant negative effect on turnover intention ($O = -0,379$, $p\text{-Value} = 0,000$), which supports H1 and agrees with Siddiqi et al. (2024), proving that good support from a boss reduces an employee's desire to look for another job. Supervisor support also has a significant positive effect on work engagement ($O = 0,745$, $p\text{-Value} = 0,000$), supporting H2 and agrees with Tahir (2025). Next, work engagement has a significant negative effect on turnover intention ($O = -0,339$, $p\text{-Value} = 0,001$), supporting H3 and agrees with Poku et al. (2025).

As summarized in the final decision matrix in Table 6, these findings closely agree with Kissi et al. (2023), confirming that highly engaged employees who have a lot of passion and dedication are less likely to leave their current hotel. Finally, the indirect mediation path (H4) was also significant ($O = -0,252$, $p\text{-Value} = 0,004$), proving that work engagement acts as a partial mediator. This matches the study by Kissi et al. (2023), showing that while support from a supervisor can directly stop employees from leaving, its real value is making employees feel more connected and dedicated to their work, which successfully helps the hotel keep its staff.

DISCUSSION

The direct effects evaluated in this study highlight how crucial leadership behavior is within the hospitality industry. First, supervisor support serves as a critical factor in building a comfortable and safe work environment. When hotel

employees receive clear guidance, proper care, and personal attention from their direct managers, it creates a strong sense of comfort that directly lowers their intention to resign. This structural outcome matches the findings of Siddiqi et al. (2024), who state that better support from managers helps reduce an employee's desire to look for alternative jobs outside the company. Additionally, this supportive behavior acts as a key driver that increases employee participation and energy at work. By offering proper care, leaders help workers feel appreciated, which motivates them to work harder and develop a deep emotional bond with their roles. Consequently, employees build high enthusiasm and loyalty toward the hotel. This explains why highly engaged workers are much more likely to stay with their organization, a dynamic that closely agrees with the research by Kissi et al. (2023), confirming that a passion for daily work routines makes searching for new jobs irrelevant.

Looking deeper into the backend mechanism, work engagement acts as a vital bridge that explains how supervisor support successfully stops employees from quitting. This mediating function aligns with Kissi et al. (2023), who discovered that supervisory care not only cuts down turnover directly but also works indirectly by strengthening the worker's dedication to their job. Within the context of the hotel sector, everyday operations heavily rely on consistent team performance. When supervisors provide regular attention, it increases the work focus and attachment of both contract and permanent staff. This positive emotional state makes them feel highly connected to their tasks, which prevents them from making hasty decisions to leave. Therefore, generating high work engagement through supportive leadership is a very useful strategy for hotel management to secure long-term staff retention and keep their talent from leaving.

CONCLUSIONS AND RECOMMENDATIONS

In conclusion, this study confirms that supervisor support plays a critical role in managing employee retention across the hospitality sector in South Tangerang. The empirical findings demonstrate that direct support from supervisors' acts as an essential tool that significantly reduces turnover intention among hotel employees. When managers are helpful and attentive, staff members feel more valued, which naturally triggers higher work engagement and an increased passion for their duties. This psychological bond serves as the key engine for long-term retention; as employee dedication grows stronger, the urge to look for alternative job options decreases. Crucially, the structural model establishes that work engagement acts as a vital partial mediator. This proves that supervisor care does not simply eliminate the intent to quit on its own; instead, its real strategic power lies in fuel-injecting professional responsibility and emotional connectivity within the staff, which ultimately stops them from leaving the hotel.

To implement these findings effectively, hotel management in South Tangerang must take tactical steps to incorporate supportive leadership into their daily operations. First, senior management should design structured leadership development and interpersonal communication training specifically tailored for

operational supervisors in key departments, such as front office, housekeeping, and food & beverage. This can be executed through direct coaching sessions focused on understanding subordinate needs and managing field stress. Second, hotels should introduce a participative work culture where operational staff are actively invited to share ideas and participate in everyday problem-solving, such as adjusting service standards or workstation layouts. Finally, upper management needs to integrate supervisor support into formal Key Performance Indicators (KPIs). This can be measured via anonymous internal surveys distributed to staff to rate their supervisors on technical clarity, empathy, and helpfulness. By tying supervisory assessments to actual subordinate support, hotels can successfully secure higher staff dedication, boost everyday engagement, and effectively minimize turnover rates.

ADVANCED RESEARCH

Despite its valuable insights, this study has a few limitations that should be noted for future investigations. First, the research sample was restricted to hotel employees within South Tangerang, meaning the findings cannot be generalized to the entire hospitality industry in other regions. Second, the sample size was limited to 108 valid respondents, which might not fully capture the macro-level dynamics of the sector. Lastly, this model focused exclusively on supervisor support and work engagement to explain turnover intention. Future researchers are highly encouraged to expand the geographical scope to other cities, significantly increase the number of respondents to improve data representation, and introduce new variables, such as job stress or work overload, to provide a deeper understanding of the factors driving hotel employee turnover.

ACKNOWLEDGMENT

The author wishes to express sincere gratitude and appreciation to everyone who provided valuable support, guidance, and suggestions throughout the completion of this research paper. Special thanks are extended to Bunda Mulia University for providing a supportive academic environment, as well as to Ms. Christy Ayu Sarah Panjaitan. S.E., M.M. for her continuous guidance, patience, and insightful feedback that greatly helped refine this study. The author also thanks all academic colleagues and hotel management representatives in South Tangerang who generously shared their time and insights during the data collection process. Additionally, appreciation is given to family and peers for their constant encouragement, which was essential in successfully completing this research and evaluating the model smoothly.

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