

# The effect of work-life balance and supervisor support on turnover intention and its impact on employee performance

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**ABSTRACT**

The productivity level of the Indonesian population as an outcome of performance has not been able to compete with ASEAN's productivity. The low performance of this population is caused by various factors, including the imbalance between work and personal life and the lack of leadership involvement in employee well-being. These two factors not only affect company performance but also lead to employees' desire to leave their jobs, which is why this study was conducted. This research aims to determine whether there is a positive and negative effect of work-life balance and supervisor support on employee performance with or without mediation from turnover intention. From this study, it was found that there is a negative effect of work-life balance on employee performance, and a negative effect of turnover intention on employee performance was also found. There is a positive effect of work-life balance on turnover intention. It was found that there is no effect of supervisor support on turnover intention. Additionally, a positive effect of supervisor support on employee performance was found in this research. Moreover, it was found in this study that turnover intention mediates the effect of work-life balance on employee performance, while turnover intention cannot mediate the effect of supervisor support on employee performance.

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**1. Introduction**

During 2018-2022, the productivity of Indonesian workers increased by 4.8%. However, this increase has not been able to match the productivity levels of ASEAN countries. The average labor productivity in ASEAN countries reached US\$ 24.27 thousand per person per year, while Indonesia's productivity rate stood at US\$ 23.89 thousand per person per year (www.cnn. 2023). Productivity level is an outcome of performance measurement, where accurate performance measurement is crucial to address emerging economic issues (Sauermaun, 2023). In the current context, it is crucial for employees to maintain optimal performance and contribute to the company's success (Wolor et al., 2020).

Every worker has a life affected by many aspects, both work-related and non-work-related, known as Work-Life Balance, which can affect the employee's performance. (Kelliher et al., 2019). The extent of this effect, in behavioral theory, work-life balance is one of the dominant aspects of work behavior embraced by employees, especially from Generation X (Robbins, 2019). A good work-life balance shapes an individual's ability to maintain commitments to family while completing work tasks, so Work-Life Balance can be used as a method to help employees reduce conflicts caused by role imbalance (Arifin.M & Muharto A., 2022). Thus, the better the Work-Life Balance, the better the performance of the employee. The findings of Mohamad. R et al., (2022), stated that Work-life balance has a positive and significant effect on job

satisfaction and improvement of hospital service quality, but this differs from the findings of Ardiansyah & Surjanti (2020) who found that Work-Life Balance does not affect employee performance.

Someone with a good work-life balance can balance work, family responsibilities, and personal needs so that what is done at work does not affect aspects outside of work, and vice versa. Other studies also found that work-life balance is crucial in minimizing employees' intention to quit (Jaharuddin & Zainol, 2019). With this condition, employees can maintain their performance and preserve their existence to continue working for the company and reduce the turnover rate of employees or Turnover Intention. In other words, work-life balance has a negative effect on Turnover Intention (Sismawati W. & Lataruva E., 2020). Meanwhile, workers or employees who are dissatisfied with the company climate, even with a good Work-Life Balance, are likely to change and eventually leave the company. This will increase the turnover rate of employees in the company, thus it can be said that work-life balance does not have a relationship with Turnover Intention (Friani & Mulyani, 2018)

Employee Turnover Intention is affected by various factors, including the direct or indirect relationship between employees and their supervisors (Kaur & Randhawa, 2021) or even due to incompatibility with coworkers (Baqir.M et al., 2020). In this context, the presence of a supervisor as the level directly facing the employees is a primary pillar in uniting the organizational sustainability, allowing both parties to establish an emotional connection that fosters a sense of ownership in the employees, thereby reducing the intention to switch jobs (S & M M, 2020). Similar to these studies, Astuti & Helmi (2021) and Maudul & Nilasari.Medina (2022) found a direct effect of supervisor support on Turnover Intention. In contrast to these findings, a meta-analysis conducted by Apriliyandari & Herachwati (2023) did not find a direct effect of Supervisor Support on Turnover Intention.

Apart from reducing Turnover Intention, supervisor support provides assistance to employees in fulfilling their obligations to achieve the company's goals (Astawa et al., 2023). Research analyzing the effect of Supervisor Support on employee performance has also been demonstrated in service companies in Jakarta (Alvianita et al., 2023a). Supervisor support has also been proven to have a positive impact on employee performance in the financial sector in Australia. However, a study conducted by Rahmawati & Savitri Pusparini (2023) found a positive but indirect effect of Supervisor Support on employee performance.

From previous research, this study is expected to find a positive influence of Work Life Balance on Employee Performance, a negative influence between Turnover Intention on Employee Performance, a negative influence between Work Life Balance on Turnover Intention, a negative influence between Supervisor Support on Turnover Intention, a positive influence between Supervisor Support on Employee Performance. The difference with previous research, in this study, Turnover Intention in addition to being a dependent variable is also used as an Intervening Variable.

Referring to all background, this study was conducted as a reference for company management to pay full attention to their employees, so that employees can focus on their work and not even think about resigning from their current jobs. This study is also important because from a study conducted by SEEK and the Boston Consulting Group (BCG) (Pangemanan JIH, 2023), the labor market in Indonesia is very competitive, where 76% of respondents get job offers several times a year with job offers in various fields and 43% of respondents said that companies that pay attention to work-life balance are the main priority in choosing their jobs.

This is proven by several companies in Indonesia such as PT. Toyota Astra Motor, PT. Unilever Indonesia and Chevron who can maintain and retain their employees by creating a professional, fair and competitive work climate. Salaries and benefits are also given properly. Employees who perform well always get appreciation according to their achievements. Therefore, this study takes the title "The effect of work-life balance and supervisor support on turnover intention and its impact on employee performance".

## 2. Research Method

### Research Design

This research model took a quantitative form to explore the effect of two independent variables, Work-Life Balance and Supervisor Support, on one intervening variable, Turnover Intention, as well as one dependent variable, Employee Performance. The framework of the interrelationship among these variables is depicted in Figure 1 below.

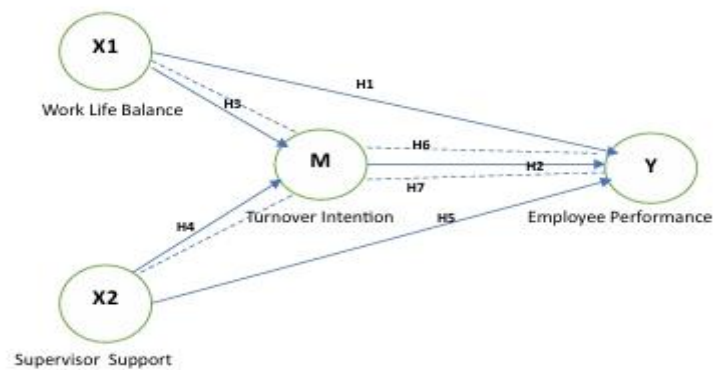


Figure 1. Research Framework

Figure 1. Research framework

In the figure, there were seven hypotheses examined, including the positive effect of Work-Life Balance on Employee Performance (H1), the negative effect of Turnover Intention on Employee Performance (H2), the negative effect of Work-Life Balance on Turnover Intention (H3), the negative effect of Supervisor Support on Turnover Intention (H4), the positive effect of Supervisor Support on Employee Performance (H5), the mediating role of Turnover Intention in the effect of Work-Life Balance on Employee Performance (H6), and the mediating role of Turnover Intention in the effect of Supervisor Support on Employee Performance (H7).

The processed data consisted of primary data from one production unit (Resin product) out of three production units of PT. ABS Industri Indonesia located in Serang, Banten. The research object comprised 90 employees from that production unit, and the data were collected using questionnaires and processed using SEM-PLS 4.0 statistical software through data quality tests and hypothesis testing.

If we look at the sample size, actually the sample used is relatively small, but the object of this study is interesting to use because the production unit of this company has a fairly large turnover, where the average of employee who remains to work in the company is only around 1.5 - 3 years, the others choose to moving out to similar companies (chemicals) either in the Cilegon area, or to the Middle East (Qatar, Dubai and the Arab Emirates). To reduce biased data, sampling was carried out using the Saturation Sampling Technique (the entire population was used as a sample).

The research instrument was submitted from various statements of 90 employees from various levels, by adjusting the Indicators of each variable. The results of the statements have been tested for quality through validity and reliability. The validity test uses convergent validity with a loading factor value above 0.5 while values below 0.5 are removed from the model. While Reliability is assessed from convergent validity with output composite reliability or Cronbach's alpha and AVE above 0.5.

### Work-Life Balance

Work-life balance refers to the condition where employees can execute and balance work responsibilities and other roles in their personal lives effectively, supported by the organization through a set of activity designs and organizational culture (G. Rahmawati et al., 2021). Furthermore, employees feel content because they can balance work obligations and personal life, as well as have equal time and contribution between work and personal life (Sismawati W. & Lataruva E., 2020). Indicators for work-life balance according to McDonald & Bradley, (2005); Asepta & Maruno, (2007) as cited in (Prayogi et al., 2019) are: 1) Time balance, 2) Balance of psychological engagement and commitment at work or outside of work, 3) Job satisfaction balance.

### Supervisor Support

Supervisor support is an indication of the extent to which leaders value their employees and how leaders contribute to and care about their employees' well-being. Supervisors are seen as representatives of the company who direct and evaluate the performance of subordinates; from the employees' perspective, this is a form of company support. This support affects employees' beliefs about how leaders value, contribute to, and care about employee well-being (Astawa et al., 2023). supervisor support is measured using four indicators adopted by Malik and Noreen (2015) and Eisenberger et al (2016) in (Apriliyandari &

Herachwati, 2023) namely: 1. Supervisor cares about employees' opinions, 2. The supervisor is very concerned about employee well-being, 3. Supervisor considers employees' goals and values, and 4. Supervisor cares about employees.

### Turnover Intention

Intention is the willingness from the heart of an employee to voluntarily leave an organization (company) or move from one workplace to another based on their own choice (Kang et al., 2015). Meanwhile, Putra et al.,(2020) refer to job turnover intention as a step towards realizing that one wants to change jobs but has not done so yet. However, if this intention is realized, it will pose problems for the company; therefore, the company must manage and pay attention to human resources as effectively as possible because it can impact costs within the company (Nugroho Ageng, et al., 2023). Turnover Intention indicators use several instruments including three components developed by Mobley (1984) as cited by (Susanti & Halilah, 2019) consisting of thoughts of quitting, intentions to seek a new place, and intentions to leave. This study is based on the theory popularized by Hollinshead & Orsi (2023), defining Turnover Intention as the intention of employees or the tendency of employees to quit their jobs. The indicators use the following five instruments: 1. Thinking of leaving the company; 2. Wanting to be absent from work; 3. Wanting to leave the company in the near future; 4. Wanting to try to find a better job; 5. Wanting to leave the company when a better opportunity arises on its own.

### Employee Performance

Employee Performance, or the performance of employees, is the behavior or actions and measurable outcomes in which employees engage in the process of producing results related to contributing to organizational goals (Ohemeng et al., 2018). Employee performance is measured on an individual basis as far as they can perform according to the assigned job within the organization (Prasetio & Hasanah, 2022). Meanwhile, according to Mangkunegara (2017) as cited in (G. Rahmawati et al., 2021) employee performance is the result achieved by an employee in successfully and effectively completing tasks in order to provide good performance. In this study, employee performance uses five indicators developed by (Simamora, 2004) as cited in (Olivia, W. M. & Masman R. R., 2020) reflecting the quality and quantity of work as well as timeliness. These indicators consist of 1. Loyalty, 2. Work Spirit, 3. Leadership, 4. Collaboration, and 5. Initiative.

## 3. Results And Discussions

The research results were processed using SEM.Pls employ two measurement models, namely the Model measurement or outer model which include:

### Outer Model

#### Convergent Validity

Validity testing using convergent validity can be observed from the values of the loading factors. An indicator's loading factor is considered valid if it has a value above 0.7. However, (Chin, 1998 as cited in Fauziridwan M., et al., 2018) states that loading factors above 0.5 can still be used, and values below 0.5 should be removed from the model. Below is the number of research instruments processed in the study after eliminating loading factors below 0.5:

**Table 1.** Recapulation loading factor

Variable	Number of Indicators	Number of Instrument	Loading Factor Value > 0.5	Loading Factor Value < 0.5
Work life Balance	3	9	3	6
Supervisor Support	4	8	4	4
Turnover Intention	4	12	3	9
Employee Performance	5	13	5	8

Source: Processed with SEM-Pls 4.0

In the table above, there are 27 instruments out of 42 instruments declared invalid because they have loading factors below 0.5. After the research instruments were declared valid, the loading factors obtained are as follows:

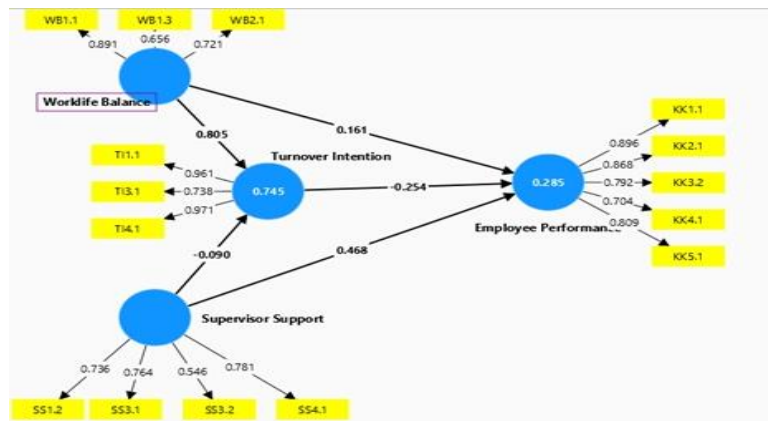


Figure 2. Outer loading

Source SEM Pls 4.0

From the above figure, it is known that all research instruments have loading factors above 0.5 and can proceed to the next stage.

**Construct Reliability & Average**

Other outer loading results to assess reliability can be seen from the value of convergent validity by examining the output of composite reliability or Cronbach’s alpha and AVE. The interpretation of composite reliability is the same as Cronbach’s alpha. With criteria above 0.5 – 0.7 being good, above 0.7 to 0.8 very good, and above 0.8 - 0.9 meaning very satisfactory (Nunnally and Bernstein, 1994 in Fauziridwan.M et al., 2018) The results are presented in Table 2 below:

Table 2. Composite reliability, cronbach’s alpha & AVE

	Cronbach’s alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Work life Balance	0.669	0.830	0.804	0.581
Supervisor Support	0.682	0.711	0.802	0.508
Turnover Intention	0.872	0.906	0.924	0.804
Employee Performance	0.873	0.874	0.909	0.667

Source: Processed with SEM-Pls 4.0

From the table above, although two research variables have Cronbach's Alpha values below 0.7, three variables have Average Variance Extracted (AVE) values that are quite good, and one variable has a very satisfactory value.

**Structural Model Evaluation (Inner Model)**

**R-Square Model Evaluation**

The output of this structural model includes evaluating the significance value of each path coefficient to determine whether there is an effect between the hypothesized constructs. The model evaluation uses R-square (R<sup>2</sup>) in relation to the dependent constructs (Yamin & Kurniawan, 2011 in Fauziridwan.M et al., 2018). In this study, the R-Square model evaluation is presented in Table 3 below:

Table 3. R-square

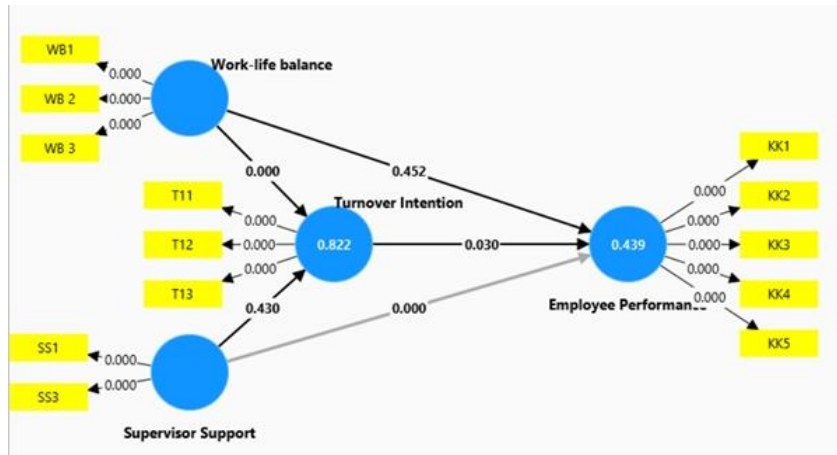
	R-square	R-square adjusted
Employee Performance	0.285	0.260
Turnover Intention	0.745	0.739

Source: Processed with SEM Pls 4.0

In Table 3, Employee Performance can explain the variability of the constructs of work-life balance, Supervisor Support, and Turnover Intention by 28.5%, while the remaining 71.5% is explained by other constructs not discussed in this study. Meanwhile, Turnover Intention can explain the variability of the constructs of work-life balance and Supervisor Support by 74.5%, with the remaining 25.5% explained by other unanticipated constructs in the model.

**3.2.1 Hypothesis Testing (Bootstrapping)**

In bootstrapping hypothesis testing, the results of hypotheses can be depicted in the inner model as shown in the figure below:



Source: Output SEM Pls 4.0

Figure 3. Hypothesis testing by inner model

In answering the hypotheses, the presence or absence of effect between variables can be seen from the values. If the value is below 0.05, there is an effect between the connected variables, but if it is greater than 0.05, there is no effect between those variables. In the above Figure 2, there appears to be an effect between the Work-life Balance variable and Turnover Intention, with a value of 0.000. Similarly, there is an effect between Turnover Intention and Employee Performance with a value of 0.030. The presence of effect is also shown by the relationship between Supervisor Support and Employee Performance with a value of 0.000. Meanwhile, Work-life Balance on Employee Performance has a value of 0.032, still below 0.05. However, the relationship between Supervisor Support and Turnover Intention does not have an effect on one variable with another, as indicated by the value of 0.430. An overview of the hypothesis answers can also be seen in Table 4 below:

Table 4. Result for Inner Weights

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)
Supervisor Support => Employee Performance	0.541	0.545	0.074	7.329
Supervisor Support => Turnover Intention	-0.028	-0.029	0.036	0.790
Turnover Intention => Employee Performance	-0.421	-0.412	0.194	2.165
Work-life balance => Employee Performance	-0.225	-0.226	0.092	2.431
Work-life balance => Turnover Intention	0.899	0.901	0.017	54.464

Source: Output SEM Pls 4.0

In this study, the proposed hypotheses consist of five direct relationships and two indirect relationship hypotheses. Table 4 presents the results of direct relationships with the following outcomes:

The first hypothesis aims to answer whether there is a positive effect of Work-life Balance on Employee Performance. This is based on the understanding of Work-life Balance as a state where individuals can manage the balance of thoughts and behaviors between work and other issues. With this balance, employees will be more focused and creative in their work, which will enhance their performance (Sirgy & Lee, 2018). Several researchers have proven that Work-life Balance has a positive impact on employee performance. Researchers such as Adnan Bataineh (Adnan Bataineh, 2019), Dousin et al., (Dousin et al., 2019), and Abdirahman et al., ((Abdirahman et al., 2020) have stated that Work-life Balance has a positive effect on employee performance.

However, in Table 4, the T-statistic value of the relationship between these two variables is 2.431, which is greater than the critical T-value of 1.66. This means that Work-life Balance does affect Employee Performance, but the effect is negative, as indicated by the original sample value of -0.225. Therefore, this hypothesis is rejected. The findings of this study are not consistent with the aforementioned research but are

in line with the findings of Mwangi et al., (Mwangi et al., 2016) and Rafsanjani et al., (Rafsanjani et al., 2019), who stated that Work-life Balance has a negative correlation with employee performance. This is because employees receive inadequate services in the workplace, leading to personal or family problems that impact employee performance.

Next, the calculation tests the second hypothesis, which states the negative effect of Turnover Intention on Employee Performance (H2). In Table 4, the T-statistic value shows 2.165, which is greater than 1.66 (T-table), indicating an effect of Turnover Intention on Employee Performance, while the original sample value is -0.421. This means there is a negative effect of Turnover Intention on Employee Performance. Thus, the second hypothesis is accepted, consistent with the research findings developed by Pandu (Pandu AA, 2017), (Kusumah.S et al., 2022).

The third hypothesis, stating the negative effect of Work-life Balance on Turnover Intention (H3), is based on the table above. The T-statistic value of 54.464 is greater than the set T-table value of 1.66. This indicates an effect of Work-life Balance on Turnover Intention (H3). However, the original sample value is 0.899, indicating a positive effect of Work-life Balance on Turnover Intention (H3). Therefore, the third hypothesis of this study is rejected. This result aligns with the findings of Djapar 2019 (Djapar, D.P., 2019), which may be due to the greater pressure from the company or smaller compensation compared to the workload, leading to an inability to balance employee Work-life Balance.

The fourth hypothesis, stating the negative effect of Supervisor Support on Turnover Intention (H4), shows a T-statistic value of 0.036, which is smaller than the T-table value (1.66), indicating no effect of Supervisor Support on Turnover Intention. Therefore, the fourth hypothesis of this study is rejected. This is consistent with the findings of (Putra I, Dewi I 2019) (I. P. R. A. Putra & Dewi, 2019) and (Astuti T & Helmi 2021) (Astuti & Helmi, 2021b) The absence of the effect of supervisor support on Turnover Intention may be due to the subjective views of leaders towards their employees, leading supervisors to focus more on work demands without considering the employees' needs.

The fifth hypothesis, stating the positive effect of Supervisor Support on Employee Performance (H5), shows a T-statistic value in Table 4 of 7.329, which is greater than the T-table value (1.66). This indicates an effect of Supervisor Support on Employee Performance, with an original sample value of 0.541, indicating a positive effect. Therefore, the fifth hypothesis is accepted, supporting the findings of several researchers, including (Astawa et.al 2023) (Astawa IK et al., 23 C.E.) and (Afzal, 2019) (Afzal et al., 2019)

Meanwhile, to answer hypotheses six and seven, refer to Table 5 below:

**Table 5.** Intervening effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( $\Phi$ /STDEV ]
Work-life balance => Turnover Intention => Employee Performance]	-0.378	-0.372	0.177	2.140
Supervisor Support => Turnover Intention => Employee Performance	0.012	0.011	0.016	0.730

Source: Output SEM Pls 4.0

The sixth hypothesis of this study is the role of Turnover Intention in mediating the effect of Work-Life Balance on Employee Performance. From the table above, the T-statistic value is 2.140, which is greater than the critical T-value of 1.66. Thus, Turnover Intention can mediate the effect of Work-Life Balance on Employee Performance. Therefore, the sixth hypothesis in this study is accepted.

The results of the seventh hypothesis testing, which calculates the role of Turnover Intention in mediating the effect of Supervisor Support on Employee Performance, are presented in Table 5 above. The T-statistic value is 0.730, which is lower than the critical T-value of 1.66. This indicates that Turnover Intention cannot mediate the effect of Supervisor Support on Employee Performance. Thus, the seventh hypothesis in this study is not accepted.

#### 4. Conclusion

From the seven hypotheses of this research, three hypotheses were accepted while the other four hypotheses were rejected. In this study, a negative effect was found between Work-Life Balance and Employee Performance. This finding contradicts the first hypothesis of the study, which hypothesized a positive effect of Work-Life Balance on Employee Performance; thus, the first hypothesis is rejected. Meanwhile, the hypothesis suggesting a negative effect of Turnover Intention on Employee Performance appears to be

consistent, thus the second hypothesis is accepted. Additionally, a positive effect of Work-Life Balance on Turnover Intention was found in this study, leading to the rejection of the third hypothesis stating a negative effect of Work-Life Balance on turnover intention. From the data in this study, no effect was found between Supervisor Support and Turnover Intention, thus the fourth hypothesis, which mentions a negative effect of Supervisor Support on Turnover Intention, was not supported (rejected), contrary to studies finding a positive effect of Supervisor Support on Employee Performance, proving the acceptance of the fifth hypothesis.

Testing the hypotheses of indirect effects found that Turnover Intention can mediate the effect of Work-Life Balance on Employee Performance; thus, the sixth hypothesis is accepted. Conversely, Turnover Intention was unable to mediate the effect of Supervisor Support on Employee Performance, thus the seventh hypothesis is rejected. Work-life balance is not the only factor that can improve employee performance, but low turnover intention will be able to improve employee performance. Meanwhile, management support shown by supervisors is also important in the company, employees feel appreciated by supervisors for the contributions they have made to the company. Therefore, it is very important for supervisors to be attached to their welfare (Alvianita et al., 2023b).

The results of this study are less representative of employee policies and responses in general, because it was conducted only in one company with relatively few employees, this study can provide a more general picture of the influence between variables, both work life balance, employee performance, turnover intention and supervisor support if conducted on several companies with a large number of employees. Therefore, for further research, it can also include other variable instruments, including company size.

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