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THE EFFECT OF SUPERVISOR SUPPORT ON TURNOVER INTENTION THROUGH WORK STRESS AS A MEDIATING VARIABLE AT PT X

Riandy Putra Pratama[1a*], Hasanuddin[2b], Amanah Surbakti[3c]

[123] Magister Psikologi, Universitas Medan Area, Medan, Indonesia

[a]*E-mail: riandyputrapratama6@gmail.com*
[b]*E-mail: hasanuddin@staff.uma.ac.id*
[c]*E-mail: amanah@staff.uma.ac.id*

(*) Corresponding Author
riandyputrapratama6@gmail.com

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ABSTRACT

Employee turnover intention has become one of the major challenges for organizations in maintaining workforce stability and organizational effectiveness. PT. X experienced a consistently high employee turnover rate during the January–August 2025 period, indicating problems related to employee retention. Previous studies have demonstrated that supervisor support and work stress are important antecedents of turnover intention; however, the mediating role of work stress remains inconsistent across organizational settings. Therefore, this study aims to analyze the effect of supervisor support on turnover intention, the effect of supervisor support on work stress, the effect of work stress on turnover intention, and the mediating role of work stress in the relationship between supervisor support and turnover intention among employees of PT. X. This study employed a quantitative approach using an explanatory research design. The population consisted of 418 employees of PT. X, while 229 respondents were selected using purposive sampling based on predetermined criteria. Data were collected through a structured questionnaire using a seven-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 3.2.8. The findings revealed that supervisor support had a negative and significant effect on turnover intention ($\beta = –0.376$; $t = 7.224$; $p < 0.001$) and work stress ($\beta = –0.918$; $t = 94.480$; $p < 0.001$). Furthermore, work stress positively and significantly affected turnover intention ($\beta = 0.592$; $t = 10.335$; $p < 0.001$). Indirect effect analysis demonstrated that work stress significantly mediated the relationship between supervisor support and turnover intention ($\beta = –0.543$; $t = 11.548$; $p < 0.001$). These findings indicate that increasing supervisor support can reduce employees' work stress, which subsequently decreases turnover intention. The study contributes to organizational behavior literature by confirming the importance of supervisor support in strengthening employee retention through the reduction of work-related stress.

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INTRODUCTION

Employee turnover has become one of the major challenges faced by organizations in maintaining workforce stability and achieving organizational effectiveness. High turnover not only increases recruitment and training costs but also disrupts productivity and organizational performance. Therefore, understanding the factors that influence employees' turnover intention is essential because turnover intention is considered the strongest predictor of actual turnover behavior.

The issue of employee retention is also experienced by PT. X. Company data from January to August 2025 indicate a relatively high employee turnover rate, suggesting that the organization faces difficulties in retaining employees. This condition may negatively affect operational effectiveness and organizational sustainability. Therefore, identifying factors contributing to employees' turnover intention is important for developing appropriate retention strategies.

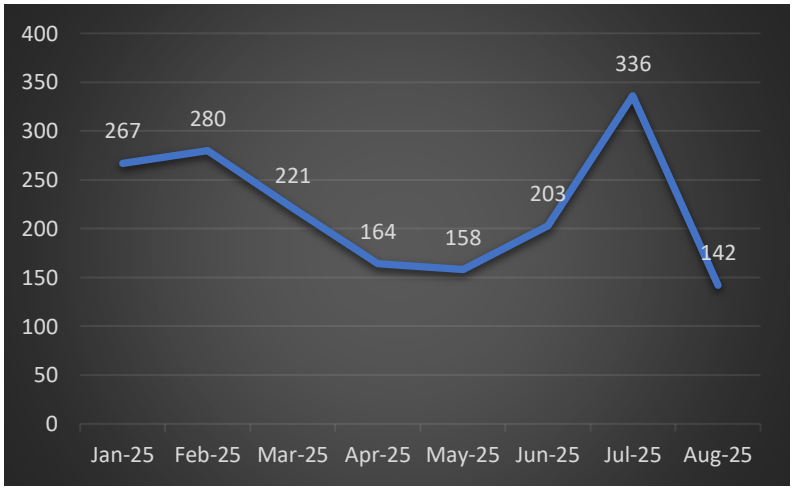


Figure 1. Turnover Data January – August 2025

One organizational factor associated with turnover intention is supervisor support. Supervisor support refers to employees' perceptions that their supervisors provide emotional concern, guidance, assistance, and appreciation for their contributions. Employees who perceive greater support from their supervisors tend to experience higher job satisfaction, stronger organizational commitment, and lower intention to leave the organization. Conversely, inadequate supervisor support may reduce employees' motivation and increase their desire to seek employment elsewhere.

Another important factor influencing turnover intention is work stress. Work stress occurs when employees perceive that job demands exceed their ability or available resources to perform their work effectively. Excessive workload, role conflict, limited supervisor support, and high work pressure may increase employees' stress levels. Prolonged work stress can reduce employees' psychological well-being and encourage withdrawal behaviors, including turnover intention.

Previous studies have consistently reported that supervisor support negatively affects turnover intention and work stress, while work stress positively influences turnover intention. However, empirical findings regarding the mechanism underlying these relationships remain inconsistent. Several studies suggest that supervisor support directly reduces turnover intention, whereas others indicate that its influence occurs indirectly through psychological factors

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such as work stress. These inconsistent findings indicate the need for further investigation, particularly within the financing industry.

Based on these considerations, this study examines the effect of supervisor support on turnover intention, the effect of supervisor support on work stress, the effect of work stress on turnover intention, and the mediating role of work stress in the relationship between supervisor support and turnover intention among employees of PT. X. The findings are expected to contribute to the organizational behavior literature and provide practical recommendations for improving employee retention through strengthening supervisor support and reducing work stress.

METHOD

This study employed a quantitative approach with an explanatory research design to examine the relationships among supervisor support, work stress, and turnover intention. The population consisted of 418 employees of PT. X. A total of 232 respondents were selected using purposive sampling based on the following criteria: (1) Account Officers (AO), (2) aged 18–30 years, and (3) having a minimum work tenure of three months. Data were collected using a structured questionnaire distributed directly to respondents.

The research instrument consisted of three variables measured using a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Supervisor support was measured using socio-emotional support and instrumental support dimensions, work stress was measured through workload, role conflict, work-life balance, and coworker support dimensions, while turnover intention was measured using the dimensions of thinking of quitting, intention to search for alternatives, and intention to quit.

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 3.2.8. The analysis involved evaluation of the measurement model (outer model), including convergent validity, discriminant validity, and reliability tests. Subsequently, the structural model (inner model) was assessed using the coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and Standardized Root Mean Square Residual (SRMR). Hypothesis testing was conducted using the bootstrapping procedure with a significance level of 5%, where hypotheses were accepted if the t-statistic exceeded 1.96 and the p-value was less than 0.05.

RESULT AND DISCUSSIONS

Result

Outer Model (Measurement Model Evaluation)

Outer model (measurement model) evaluation is the initial stage in Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis, which aims to assess the quality of the measurement model. This evaluation is conducted to ensure that each indicator accurately and consistently measures the latent construct through validity and reliability testing. Testing was conducted using SmartPLS software version 3.2.8 through the PLS Algorithm feature.

1. Validity

a. Convergent Validity

Table 1. Convergent Validity

	Work Stress	Supervisor support	Turnover intention
SK1	0.951		
SK2	0.957		
SK3	0.950		
SK4	0.958		
SK5	0.947		

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SK6	0.954			
SK7	0.952			
SK8	0.954			
SS1		0.963		
SS2		0.958		
SS3		0.953		
SS4		0.964		
SS5		0.966		
SS6		0.964		
TI1			0.940	
TI2			0.953	
TI3			0.941	
TI4			0.948	
TI5			0.952	
TI6			0.953	
TI7			0.950	
TI8			0.960	
TI9			0.950	

Source: Output Result SmartPLS

Based on the results of the outer model testing in the table, all indicators in the research variables have outer loading values >0.70, indicating that all indicators meet the convergent validity criteria and are suitable for further analysis in the inner model testing stage.

Table 2. Average Variance Extracted (AVE)

	Average variance extracted (AVE)
Work Stress	0.908
Supervisor support	0.924
Turnover intention	0.902

Source: Output SmartPLS Result

Based on the results of the convergent validity test using the Average Variance Extracted (AVE) value in the table, it can be seen that all variables in this study have an AVE value > 0.50. Thus, these results indicate that all constructs in the model can be used for further analysis because they have met the requirements for convergent validity.

b. *Discriminant Validity*

Table 3. Results of Discriminant Validity Test with the Fornell – Lacker Method

	Work Stress	Supervisor Support	Turnover Intention
Work Stress	0.953		
Supervisor Support	-0.918	0.961	
Turnover Intention	0.937	-0.919	0.950

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Source: Output SmartPLS Resuts

Based on the table, the results of the discriminant validity test using the Fornell-Larcker Criterion show that the square root of the Average Variance Extracted (AVE) value for each variable is on the main diagonal and is greater than the correlation between variables in the same row and column. This indicates that the construct is more capable of explaining its own indicators than the relationship with other constructs, so it can be concluded that all variables in the model meet the Fornell-Larcker discriminant validity criteria.

Table 4. Cross Loading Result

	Work Stress	Supervisor Support	Turnover Intention
SK1	0.951	-0.861	0.888
SK2	0.957	-0.876	0.905
SK3	0.950	-0.868	0.883
SK4	0.958	-0.889	0.896
SK5	0.947	-0.868	0.892
SK6	0.954	-0.886	0.897
SK7	0.952	-0.877	0.898
SK8	0.954	-0.873	0.885
SS1	-0.887	0.963	-0.902
SS2	-0.877	0.958	-0.874
SS3	-0.872	0.953	-0.867
SS4	-0.881	0.964	-0.878
SS5	-0.891	0.966	-0.892
SS6	-0.886	0.964	-0.889
TI1	0.882	-0.862	0.940
TI2	0.877	-0.870	0.953
TI3	0.876	-0.858	0.941
TI4	0.887	-0.880	0.948
TI5	0.894	-0.883	0.952
TI6	0.893	-0.874	0.953
TI7	0.896	-0.872	0.950
TI8	0.906	-0.883	0.960
TI9	0.898	-0.878	0.950

Source: Output SmartPLS Result

Based on the cross-loading results in the table, all indicators in this study showed the highest factor loading values for their respective original constructs compared to their correlation values with other constructs. Thus, the cross-loading analysis results in this study confirm that all indicators have good discriminatory ability and meet the discriminant validity requirements in the PLS-SEM measurement model.

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Table 5. HTMT Result

	Work Stress	Supervisor Support	Turnover Intention
Work Stress			
Supervisor Support	0.932		
Turnover Intention	0.950	0.933	

Source: Output SmartPLS Result

The test results show that all HTMT values are above the 0.90 threshold, namely 0.932, 0.950, and 0.933. Thus, the discriminant validity between constructs in this study has not been adequately met. These results indicate that each construct still has a high level of similarity, so it cannot be clearly distinguished based on HTMT criteria.

2. Reliability

Table 6. Cronbach's Alpha Result

	Cronbach's alpha
Work Stress	0.986
Supervisor Support	0.984
Turnover Intention	0.986

Source: Output SmartPLS Result

Based on the reliability calculations using Cronbach's Alpha values in the table, all variables in this study showed values > 0.70. Thus, all variables in this study met the internal reliability criteria based on Cronbach's Alpha, making them suitable for use in further analysis of the structural model.

Table 7. Composite Reliability Result

	Composite Reliability
Work Stress	0.986
Supervisor Support	0.984
Turnover Intention	0.986

Source: Output SmartPLS Result

Based on the results of reliability testing using the Composite Reliability (CR) method in the table above, the Composite Reliability value for the Work Stress variable was 0.986, Supervisor support was 0.984, and Turnover intention was 0.986. All of these values are above the minimum limit of 0.70, thus indicating that each construct has a very high level of internal consistency and has met the reliability criteria.

Inner Model (Structural Model Evaluation)

The evaluation of the inner model (structural model) aims to assess the suitability of the constructed structural model in explaining the relationships between latent constructs based on empirical data. Through this evaluation, the model's ability to explain the variance of endogenous constructs, the strength of the influence between variables, and the level of significance of the tested relationships can be determined. The evaluation results serve as the basis for determining whether the research hypothesis can be accepted or rejected according to the established testing criteria.

1. **R^2 value (Coefficient of Determination)**

Table 8. R-square Analysis Test Results

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	R-Square	R-Square Adjusted
Work Stress	0.843	0.842
Turnover Intention	0.900	0.899

Source: Output SmartPLS Result

Based on the results of the R-square analysis in the table above, the work stress variable has an R-square value of 0.843 with an adjusted R-square value of 0.842. This indicates that 84.3% of the variation in the work stress variable can be explained by the independent variables in the research model, while the remaining 15.7% is explained by other factors outside the research model. This value is included in the strong category, thus indicating that the model has a very good ability to explain the work stress variable. Furthermore, the turnover intention variable has an R-square value of 0.900 with an adjusted R-square value of 0.899. This indicates that 90.0% of the variation in the turnover intention variable can be explained by the independent variables in the research model, while the remaining 10.0% is influenced by other factors not included in the research model. This value is included in the strong category, thus indicating that the research model has a very good ability to explain variations in turnover intention.

2. **Q Square**

Table 9. Q-Square Analysis Test Results

	SSO	SSE	Q^2 (=1-SSE/SSO)
Work Stress	1856.000	444.629	0.760
Supervisor Support	1392.000	1392.000	0.000
Turnover Intention	2088.000	407.513	0.805

Source: Output SmartPLS Result

Based on the results of the Q-square (Q^2) analysis in the table above, a Q^2 value greater than 0 indicates that the model has good predictive relevance or predictive ability for the endogenous construct. The work stress variable obtained a Q^2 value of 0.760, which indicates that the model has very strong predictive ability in explaining the work stress variable. Furthermore, the turnover intention variable has a Q^2 value of 0.805, which also indicates that the model has very strong predictive ability in explaining variations in turnover intention.

3. **F-square**

Table 10. F-Square Analysis Test Results

	f-square
Work Stress -> Turnover Intention	0.551
Supervisor Support -> Work Stress	5.360
Supervisor Support -> Turnover Intention	0.223

Source: Output SmartPLS Result

The f^2 analysis indicated that supervisor support had a large effect on work stress ($f^2 = 5.360$), while work stress also had a large effect on turnover intention ($f^2 = 0.551$). In contrast, supervisor support had a moderate effect on turnover intention ($f^2 = 0.223$). Overall, the strongest effect in the structural model was observed in the relationship between supervisor support and work stress.

4. **SRMR (Standardized Root Mean Square Residual)**

Table 11. SRMR Analysis Test Results

	Saturated Model	Estimated Model
SRMR	0.012	0.012
d_ULS	0.037	0.037

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d_G	0.232	0.232
Chi-square	300.994	300.994
NFI	0.971	0.971

Source: Output SmartPLS Result

The model fit evaluation showed an SRMR value of 0.012, which is below the recommended threshold of 0.08, indicating an excellent model fit. Additionally, the NFI value of 0.971 exceeded the recommended value of 0.90, further confirming the adequacy of the structural model. Overall, these results demonstrate that the proposed model has a good fit and is appropriate for subsequent hypothesis testing.

Hypothesis

In this study, hypothesis testing will be conducted to determine the direct influence between variables. The following is the research model:

Table 12. Direct Effect Hypothesis Test Analysis

Hipotesis	Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
H1	Supervisor Support -> Turnover Intention	-0.376	-0.377	0.052	7.224	0.000
H2	Work Stress -> Turnover Intention	0.591	0.591	0.051	11.641	0.000
H3	Supervisor Support -> Work Stress	-0.918	-0.918	0.010	94.480	0.000

Source: Output SmartPLS Result

Based on the data processing results in the Direct Effect Analysis Table, the following results were obtained:

1. Supervisor Support → Turnover Intention

The results show that supervisor support influences turnover intention with an original sample (O) value of -0.376, a t-statistic of 7.224 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, supervisor support has a negative and significant effect on turnover intention. These results indicate that the higher the level of supervisory support an employee perceives, the lower their tendency to have turnover intention.

2. Work Stress → Turnover Intention

The results show that Work Stress influences turnover intention with an original sample (O) value of 0.591, a t-statistic of 11.641 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, Work Stress has a positive and significant effect on turnover intention. These results indicate that the higher the level of Work Stress an employee experiences, the higher their tendency to have turnover intention.

3. Supervisor Support → Work Stress

The results of the study indicate that supervisor support influences Work Stress, with an original sample (O) value of -0.918, a t-statistic of 94.480 (>1.96), and a p-value of 0.000 (<0.05). Thus, supervisor support has a negative and significant effect on Work Stress. This indicates that the higher the support provided by the supervisor, the lower the level of Work Stress experienced by employees.

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Table 13. Indirect Test Hypothesis

Hipotesis	Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
H4	Supervisor Support -> Work Stress -> Turnover Intention	-0.543	-0.543	0.047	11.548	0.000

Source: Output SmartPLS Result

Based on the results of data processing in the mediation test table, the indirect effect test shows that the indirect effect of supervisor support on turnover intention through work stress has an original sample value (o) of -0.543, t-statistics of 11.548 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, work stress is able to significantly mediate the relationship between supervisor support and turnover intention. A negative coefficient value indicates that the higher the supervisor support, the lower the work stress, which ultimately also reduces turnover intention. In other words, supervisor support not only has a direct effect on turnover intention, but also has a significant indirect effect through Work Stress as a mediating variable.

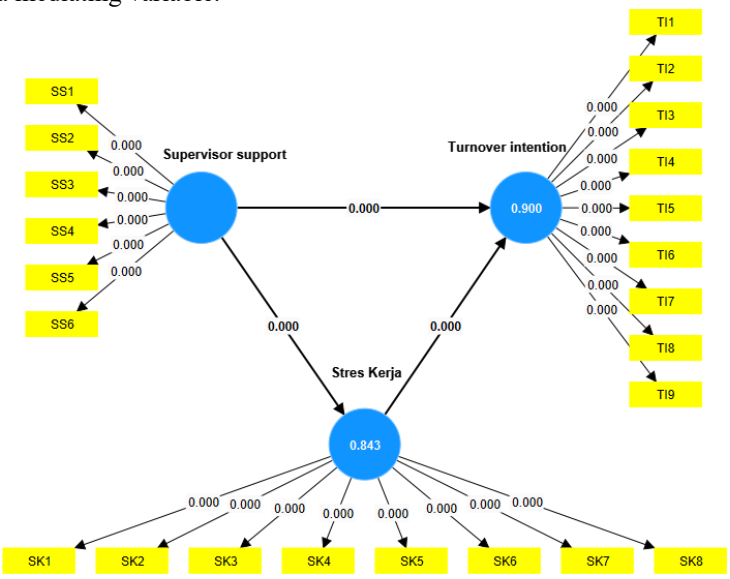


Figure 2. Bootsraping Hipotesis

Source: Output SmartPLS Result

Discussion

The Effect of Supervisor Support on Turnover Intention

The results indicate that supervisor support has a significant negative effect on turnover intention, suggesting that employees who perceive greater support from their supervisors are less likely to intend to leave the organization. This finding is consistent with the conditions observed at PT. X, where employees reported limited guidance, communication, and assistance from supervisors when facing work-related challenges. Adequate supervisor support,

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including emotional concern, constructive feedback, and work-related guidance, strengthens employees' sense of security and organizational attachment, thereby reducing turnover intention. These findings support previous research by Wulandari and Ekhsan (2024), which reported that supervisor support enhances employee engagement and decreases turnover intention.

The Effect of Work Stress on Turnover Intention

The findings demonstrate that work stress has a significant positive effect on turnover intention, indicating that employees experiencing higher work stress are more likely to consider leaving the organization. At PT. X, high performance targets, demanding field assignments, and limited supervisory assistance contribute to employees' psychological pressure and emotional exhaustion. These conditions reduce employees' motivation to remain in the organization and encourage them to seek alternative employment. This result is consistent with previous studies by Ega et al. (2025) and Takih and Yuliana (2025), which found that prolonged work stress increases turnover intention by reducing employee well-being, job satisfaction, and organizational commitment.

The Effect of Supervisor Support on Work Stress

The results reveal that supervisor support has a significant negative effect on work stress. Employees who receive adequate guidance, coaching, and emotional support from their supervisors experience lower levels of work-related stress because they feel more capable of handling job demands and workplace challenges. Conversely, insufficient supervisor support may increase employees' psychological pressure and perceived workload. These findings are consistent with previous research showing that supportive leadership serves as an important organizational resource for reducing employee stress and promoting a healthier work environment (Ega et al., 2025).

The Mediating Role of Work Stress

The mediation analysis confirms that work stress significantly mediates the relationship between supervisor support and turnover intention. This finding indicates that supervisor support reduces turnover intention not only directly but also indirectly by lowering employees' work stress. Employees who perceive greater supervisor support experience lower psychological strain, making them less likely to leave the organization. This result is consistent with previous studies suggesting that supportive supervisors improve employee retention by reducing workplace stress and creating a more supportive work environment (Wulandari & Ekhsan, 2024; Ega et al., 2025). Consequently, organizations should strengthen supervisors' coaching, mentoring, and communication skills to minimize work stress and improve employee retention.

CONCLUSION

Supervisor support has a negative and significant effect on employee turnover intention at PT X. These results indicate that the higher the support provided by the supervisor, whether in the form of direction, attention, assistance, or effective communication, the lower the employee's tendency to intend to leave the company. Work Stress has a positive and significant effect on employee turnover intention at PT X. This indicates that the higher the level of Work Stress experienced by employees due to job demands, target pressure, and other work conditions, the higher the employee's tendency to intend to change jobs or leave the company.

Supervisor support has a negative and significant effect on employee work stress at PT X. These results indicate that supervisor support can reduce the level of work stress experienced by employees. The better the support provided by the supervisor, the lower the work pressure experienced by employees in carrying out their duties. Work Stress can significantly mediate the effect of supervisor support on employee turnover intention at PT X. This indicates that supervisor support not only plays a direct role in reducing turnover intention but also plays an indirect role through reducing levels of work stress. In other words, increased support from the supervisor will reduce employee work stress, ultimately reducing the employee's tendency to leave the company. This finding confirms that work stress is a mechanism that explains the relationship Between Supervisor Support And Turnover Intention In Pt X Employees.

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