


JOB ENGAGEMENT AND WORK LIFE BALANCE AS INTERVENING VARIABELS BETWEEN JOB STRESS AND SUPERVISOR SUPPORTIVE ON TURNOVER INTENTION AMONG COMMERCIAL LOCAL TELEVISION EMPLOYEES IN SEMARANG CITY

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ARTICLE INFO	ABSTRACT
<p>Article history: Received: January, 02nd 2024 Accepted: February, 26th 2024</p>	<p>Purpose: The aim of this study was to find out the impact of work stress and supervisor support on the turnover intention mediated by job engagement and work life balance. The research was conducted on a commercial local television station in Semarang City.</p>
<p>Keywords: Job Stress; Supervisor Support; Job Engagement; Work Life Balance; Turnover Intention.</p> <div data-bbox="172 1003 480 1249" style="text-align: center;">  </div>	<p>Theoretical Framework: The Conservation of Resources (COR) theory posits that when individuals encounter losses or threats to their resources, they undergo discomfort or stress and make efforts to minimize losses when they arise (Ahn & Chaoyu, 2019).</p> <p>Design/Methodology/Approach: The research utilized quantitative methods for its execution. The study's population and sample consisted of the families of 104 permanent employees who participated as respondents. Data collection was carried out through the distribution of printed questionnaires. Analysis of the study's data was conducted using SmartPLS 3.0 software, with 101 out of the 104 surveys distributed being returned.</p> <p>Findings: The findings indicate that intentions to leave a job are significantly positively impacted by job stress. It has also been discovered that supervisor assistance significantly reduces the intention to leave. The association between work stress and supervisor support for intention to leave is mediated by work-life balance. It has been discovered that the supervisor's support connection with regard to turnover intention is not mediated by job engagement.</p> <p>Research, Practical & Social Implications: The study has limited research objects limited area of Semarang City.</p> <p>Originality/Value: The value of the study is The impact of supervisor support and work stress on turnover intention in the television industry has not been extensively studied. As a result, by offering a fresh viewpoint on the relationship between job stress and supervisor support and turnover intention, this research adds to the body of existing literature.</p> <p>Doi: https://doi.org/10.26668/businessreview/2024.v9i4.4524</p>

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O ENGAJAMENTO NO TRABALHO E O EQUILÍBRIO ENTRE VIDA PESSOAL E PROFISSIONAL COMO VARIÁVEIS INTERVENIENTES ENTRE O ESTRESSE NO TRABALHO E O APOIO DO SUPERVISOR NA INTENÇÃO DE ROTATIVIDADE ENTRE OS FUNCIONÁRIOS DA TELEVISÃO LOCAL COMERCIAL NA CIDADE DE SEMARANG

RESUMO

Objetivo: O objetivo deste estudo foi descobrir o impacto do estresse no trabalho e do apoio do supervisor na intenção de rotatividade mediada pelo envolvimento no trabalho e pelo equilíbrio entre vida pessoal e profissional. A pesquisa foi realizada em uma estação de televisão local comercial na cidade de Semarang.

Estrutura Teórica: A teoria da Conservação de Recursos (COR) postula que, quando os indivíduos se deparam com perdas ou ameaças a seus recursos, eles sofrem desconforto ou estresse e se esforçam para minimizar as perdas quando elas surgem (Ahn & Chaoyu, 2019).

Projeto/Metodologia/Abordagem: A pesquisa utilizou métodos quantitativos para sua execução. A população e a amostra do estudo consistiram nas famílias de 104 funcionários permanentes que participaram como respondentes. A coleta de dados foi realizada por meio da distribuição de questionários impressos. A análise dos dados do estudo foi realizada com o uso do software SmartPLS 3.0, sendo que 101 dos 104 questionários distribuídos foram devolvidos.

Resultados: Os resultados indicam que as intenções de deixar um emprego são significativamente afetadas de forma positiva pelo estresse no trabalho. Descobriu-se também que a assistência do supervisor reduz significativamente a intenção de sair. A associação entre o estresse no trabalho e o apoio do supervisor para a intenção de sair é mediada pelo equilíbrio entre vida pessoal e profissional. Descobriu-se que a conexão de apoio do supervisor com relação à intenção de rotatividade não é mediada pelo envolvimento no trabalho.

Implicações Sociais, Práticas e de Pesquisa: O estudo tem objetos de pesquisa limitados na área da cidade de Semarang.

Originalidade/Valor: O valor do estudo é que o impacto do apoio do supervisor e do estresse no trabalho sobre a intenção de rotatividade na indústria da televisão não foi amplamente estudado. Como resultado, ao oferecer um novo ponto de vista sobre a relação entre o estresse no trabalho e o apoio do supervisor e a intenção de rotatividade, esta pesquisa contribui para o conjunto da literatura existente.

Palavras-chave: Estresse no Trabalho, Apoio do Supervisor, Engajamento no Trabalho, Equilíbrio entre Vida Pessoal e Profissional, Intenção de Rotatividade.

EL COMPROMISO LABORAL Y LA CONCILIACIÓN DE LA VIDA LABORAL Y FAMILIAR COMO VARIABLES QUE INTERVIENEN ENTRE EL ESTRÉS LABORAL Y EL APOYO DEL SUPERVISOR EN LA INTENCIÓN DE ROTACIÓN DE LOS EMPLEADOS DE LA TELEVISIÓN LOCAL COMERCIAL DE LA CIUDAD DE SEMARANG

RESUMEN

Propósito: El objetivo de este estudio era averiguar el impacto del estrés laboral y el apoyo del supervisor en la intención de cambiar de trabajo, mediado por el compromiso con el trabajo y el equilibrio entre la vida laboral y personal. La investigación se llevó a cabo en una cadena de televisión local comercial de la ciudad de Semarang.

Marco Teórico: La teoría de la Conservación de Recursos (COR) postula que cuando los individuos encuentran pérdidas o amenazas a sus recursos, experimentan malestar o estrés y hacen esfuerzos para minimizar las pérdidas cuando surgen (Ahn & Chaoyu, 2019).

Diseño/Metodología/Enfoque: La investigación utilizó métodos cuantitativos para su ejecución. La población y la muestra del estudio consistieron en las familias de 104 empleados permanentes que participaron como encuestados. La recogida de datos se llevó a cabo mediante la distribución de cuestionarios impresos. El análisis de los datos del estudio se llevó a cabo mediante el programa SmartPLS 3.0, y 101 de las 104 encuestas distribuidas fueron devueltas.

Resultados: Los resultados indican que las intenciones de abandonar un puesto de trabajo se ven significativamente afectadas de forma positiva por el estrés laboral. También se ha descubierto que la ayuda del supervisor reduce significativamente la intención de abandonar. La asociación entre el estrés laboral y la ayuda del supervisor en la intención de abandonar el trabajo está mediada por el equilibrio entre la vida laboral y personal. Se ha descubierto que la conexión del apoyo del supervisor con respecto a la intención de rotación no está mediada por el compromiso laboral.

Implicaciones Sociales, Prácticas y de Investigación: El estudio tiene objetos de investigación limitados al área de la ciudad de Semarang.

Originalidad/Valor: El valor del estudio es El impacto del apoyo del supervisor y el estrés laboral en la intención de rotación en la industria de la televisión no ha sido ampliamente estudiado. En consecuencia, al ofrecer un nuevo

punto de vista sobre la relación entre el estrés laboral y el apoyo del supervisor y la intención de rotación, esta investigación se suma al conjunto de la bibliografía existente.

Palabras clave: Estrés Laboral, Apoyo del Supervisor, Compromiso Laboral, Conciliación de la Vida Laboral y Familiar, Intención de Cambiar de Trabajo.

1 INTRODUCTION

A company with significant capital, cutting-edge technology, and abundant resources will face substantial challenges in achieving its goals if it does not have an adequate workforce to manage and leverage all of it (Soelton et al., 2021). Stating that in managing employees for productivity, high-quality resources are crucial. Indications of quality human resources include commitment to the organization, strong dedication to tasks and responsibilities they undertake, a high sense of responsibility, wholeheartedness in performing their duties, and focus on the task at hand.

Many companies are currently facing a significant challenge, namely employee turnover (Kumara & Fasana, 2018). Turnover is the withdrawal or cessation of an employee from the workplace, either voluntarily or involuntarily (Robins & Judge, 2019) in the meantime, intention refers to an individual's wish or objective to accomplish something. Therefore, turnover intention can be defined as the inclination or purpose of an employee to withdraw or resign from their present employment.

Jaharuddin and Zainol (2019) studies for executives in Klang Valley, Malaysia, who are exploring the comprehensive view of the connection between Work-Life Balance (WLB), job engagement, and turnover intention, the claim is made that the difficulty in achieving engagement significantly rises when there is a lack of harmony between personal life and work within an organization, ultimately resulting in an increased turnover intention.

A research conducted by Kumara and Fasana (2018), examining work-life conflict in Sri Lankan apparel companies and exploring turnover intention based on gender, indicates that the turnover rate among women surpasses that of men. The study emphasizes that in the absence of measures to address work life balance issues, there is a likelihood of elevated turnover intentions and employee job shifts. This highlights the correlation between Work-Life Balance (WLB) and turnover intention, suggesting that turnover intention is likely affected by the balance between work and family commitments.

Table 1*Employee Turnover in Commercial Local Television in the City of Semarang*

Year	Early Employee	Employee In	Employee Out	End Empolyee	Turnover Percentage (%)
2020	367	12	37	342	10,08 %
2021	342	10	34	318	9,94 %
2022	318	15	40	293	12,57 %

Source: Central Java Regional Indonesian Broadcasting Commission, 2023

Several prior studies have delved into turnover intention, such as the investigations conducted by Gautam and Gautam (2022) and Kaur and Randhawa (2021). Nevertheless, there is a scarcity of research specifically addressing turnover among television industry personnel. Examining the turnover patterns within the television sector becomes imperative due to the distinct characteristics of jobs in this industry compared to others. Employees in the television industry are consistently challenged to amplify their creativity, often at the expense of family time. This circumstance has the potential to generate stress among workers, impacting their commitment to their jobs. The main goal of this research is to elucidate the determinants of turnover intention within the television industry, with the overarching objective of mitigating turnover rates.

2 LITERATURE REVIEW

2.1 JOB STRESS

Work stress is commonly described as a response triggered by the attributes of the work environment that pose a threat to individuals by fostering a high-pressure atmosphere in the workplace (Ahn & Chaoyu, 2019). The Conservation of Resources (COR) theory posits that when individuals encounter losses or threats to their resources, they undergo discomfort or stress and make efforts to minimize losses when they arise (Ahn & Chaoyu, 2019). The robust interdependence among employees can diminish the level of work stress as employees perceive organizational support (Gautam & Gautam, 2022). Turnover intention is strongly linked to the alignment between employees and their roles in terms of job engagement (Gautam & Gautam, 2022). According to Chowhan and Pike (2022), work stress can be gauged through three indicators: fatigue during work, experienced stress, and concerns related to work.

2.2 SUPERVISOR SUPPORT

The extent to which an employee perceives their supervisor's support can be deduced from the appreciation they feel for their contributions to the organization and the concern demonstrated for their well-being (Kaur & Randhawa, 2021). Employees will perform better when they have support from a supervisor since it will foster faith in their ability to complete duties at work (Afzal et al., 2019). Strong identification, interpersonal trust, and continuous feedback between managers and staff will increase the probability that workers will remain with the company. In response, workers often become more devoted to their managers, perform more at their jobs, and display less behaviors that encourage employees to leave (Kaur & Randhawa, 2021).

2.3 JOB ENGAGEMENT

When it comes to role performance, an employee that is engaged will use and express themselves physically, intellectually, and emotionally (Oliveira & Najnudel, 2023). Kahn initially proposed the idea of employee engagement in 1990. According to (Nwachukwu et al., 2022), engagement is a good, fulfilling mental state that is associated with work and is characterized by energy, devotion, and absorption. Jaharuddin and Zainol (2019) state that four indicator items—high energy at work, a sense of strength and happiness, excitement, and pride in the job—can be used to quantify job engagement.

2.4 WORK LIFE BALANCE

Work-life balance, often referred to as the equilibrium between personal life and professional commitments, is essentially an amalgamation of three fundamental components: balance, life, and work (Yadav et al., 2022). Achieving work-life balance involves finding harmony amidst the time, emotional, and behavioral requirements of employment, while also honoring personal and familial responsibilities (Aruldoss et al., 2021). Additionally, it is perceived as a personally defined state of contentment that individuals strive for or aim to attain, enabling them to efficiently handle diverse duties within their professional, domestic, and communal spheres. This promotes physical, emotional, familial, and community well-being, all while mitigating feelings of distress, strain, and adverse effects. (Thilagavathy S & Geetha SN, 2021). The changing organizational perspective on work life balance issues has generated

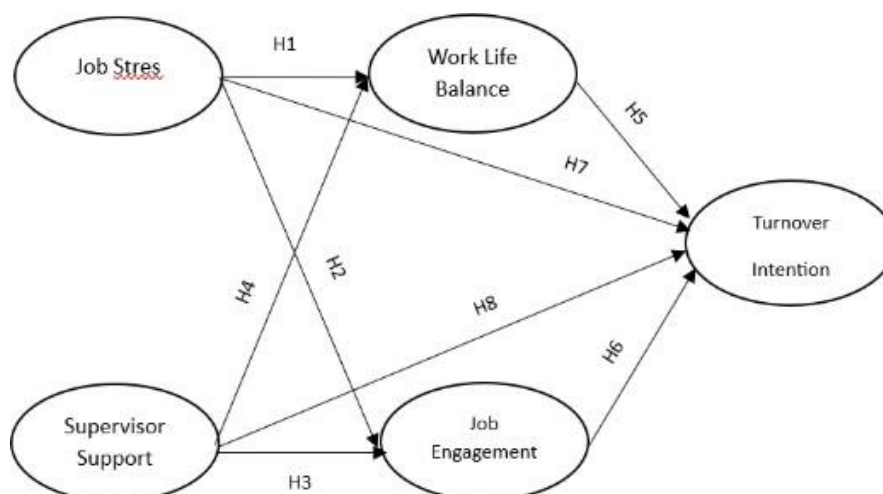
significant interest among employees. According to the study by Jaharuddin and Zainol (2019), work life balance can be measured through eight indicator items, including neglecting personal needs due to work, feelings of suffering, work priorities, opportunities to do enjoyable activities, personal life difficulties, mandatory overtime, heavy workload, and time-consuming tasks. According to the study conducted by Jaharuddin and Zainol (2019), the assessment of work-family balance involves the use of eight indicator items, including neglecting personal needs due to work, experiencing distress, prioritizing work, having opportunities to engage in preferred activities, facing personal life challenges, being compelled to work overtime, dealing with a heavy workload, and engaging in time-consuming tasks.

2.5 TURNOVER INTENTION

Turnover intention, or the desire to leave a job, is a series of actions driven by employee dissatisfaction with their work. When employees experience dissatisfaction, they are inclined to seek employment elsewhere (Ekhsan, 2019). As per (Jaharuddin & Zainol, 2019), Turnover Intention refers to an employee's contemplation of resigning and their wish to secure alternative employment outside the current organization. There exists a robust connection between Turnover Intention and the alignment of individuals with organizations, interdependence in roles and interactions between leaders and members, as well as engagement in employment (Gautam & Gautam, 2022).

Figure 1

Framework



Source: authors, 2023

2.6 JOB STRESS - WORK LIFE BALANCE

By employing both cross-sectional and longitudinal methodologies, numerous prior investigations have explored the relationship between work-related well-being and two main dimensions: resilience (encompassing factors such as exhaustion, fatigue, depression, emotional weariness, irritability, and work stress) and motivation (Chowhan & Pike, 2022). Based on the information provided, the researchers propose the following hypothesis:

H1: Job stress has a negative and significant impact on work life balance.

2.7 JOB STRESS - JOB ENGAGEMENT

Stress has captured the interest of researchers in diverse scientific domains and can be described as the mechanism by which individuals evaluate and react to potentially threatening and demanding circumstances (Oliveira & Najnudel, 2023). Any situation that jeopardizes an individual's well-being and necessitates adjustment can induce stress. A mentally healthy and stress-free employee is characterized not only by their presence in the company but also by indicating optimal physical, mental, and emotional health. Psychological well-being refers to aspects such as self-acceptance, self-development, life purpose, environmental mastery, as well as positive relationships with others. Researchers suggest that individuals experiencing elevated levels of job stress are prone to demonstrating reduced levels of job engagement. They will be more inclined to engage in work when they don't experience high levels of stress.

H2: Job Stress has a significant negative impact on job engagement.

2.8 SUPERVISOR SUPPORT– JOB ENGAGEMENT

An employee's job engagement the self-exploitation of a role within their job, enabling them to utilize and express themselves physically, cognitively, and emotionally (Kaur & Randhawa, 2021). A study by S & M M (2021) concluded that employee job engagement is a significant negative predictor of turnover intention. The supportive assistance perceived by employees can significantly help them foster a positive attitude towards their company or organization, thereby promoting the development of employee job engagement (Kaur & Randhawa, 2021).

H3: Supervisor Support has a significant positive impact on Job Engagement.

2.9 SUPERVISOR SUPPORT – WORK LIFE BALANCE

Existing literature indicates that upholding a favorable or optimal work-life balance yields beneficial outcomes for both individuals and organizations (Kaur & Randhawa, 2021). Emphasizing assistance for employees in managing the equilibrium between work and personal or family commitments, such as through job security and flexible scheduling, is essential for employers or organizations seeking to improve the well-being of their workforce (Kaur & Randhawa, 2021). Supervisors can contribute to this support by offering a more flexible work schedule to accommodate their employees' family needs (Kaur & Randhawa, 2021). When supervisors show concern for their employees' family situations, it can contribute to better management of work commitments and family demands, fostering a healthy work life balance.

H4: Supervisor Support has a significant positive impact on work life balance.

2.10 JOB ENGAGEMENT – TURNOVER INTENTION

Concerning the professional correlation between job engagement and turnover intention, a deeper understanding can be gained by acknowledging the importance of professional identity in shaping an employee's intention to depart from their workplace (Sheehan et al., 2019). When an employee perceives that the organization provides essential resources, they respond with dedication and loyalty, reflecting in their psychological state and motivation for engagement (Sheehan et al., 2019).

Studies Sheehan et al. (2019) and Kaur and Randhawa (2021) position job engagement as a mediator, revealing a positive relationship in their respective research. The research indicates that engaged employees, infused with positive energy, demonstrate enthusiasm and profound engagement in their work, leaving minimal room for negative thoughts about leaving their organization (Kaur & Randhawa, 2021). Conversely, Oliveira and Najnudel (2023) research suggests that work attachment acts as a mediator in the connection between disrespectful leadership and turnover intentions.

H5: Job Engagement has a significant negative impact on turnover intention

2.11 WORK LIFE BALANCE – TURNOVER INTENTION

Consistent research suggests that employees frequently grapple with a conflict between their work and personal lives (Jaharuddin & Zainol, 2019). The equilibrium between work and family is deeply ingrained in addressing employees' needs to attain a healthy balance between their commitment to work and providing the best for their families. A study conducted by Jaharuddin and Zainol (2019) revealed that work life balance is linked to increased levels of job satisfaction, life satisfaction, and improved mental well-being. Researchers argue that individuals with a high level of work-family balance are likely to harbor lower intentions of changing jobs.

H6: Work life balance has a significant negative impact on Turnover Intention.

2.12 JOB STRESS – TURNOVER INTENTION

Ahn and Chaoyu (2019) based on the Conservation of Resources (COR) theory, asserts that when an employee encounters a loss or threat related to resources, the employee experiences discomfort or stress and endeavors to minimize this loss. The research by Ahn and Chaoyu (2019) further establishes a positive correlation between work stress and turnover intentions. While these connections have been established in various professional sectors, including health, hospitality, teaching, banking, tourism, and manufacturing, they have not yet been thoroughly explored in the television sector.

In this study, the researchers posit that elevated stress levels will make employees more inclined to resign from their positions promptly, as indicated (Gautam & Gautam, 2022).

H7: Job Stress has a significant positive influence on turnover intention.

2.13 SUPERVISOR SUPPORT – TURNOVER INTENTION

An employee's dedication to their supervisor can be explained by the social exchange theory, which suggests that the employee's loyalty to their superior creates a reciprocal relationship. Within this framework, the employee anticipates receiving rewards and advantages, both concrete and abstract, in return for the dedication and effort contributed to the organization. (Kaur & Randhawa, 2021).

H8: Supervisor Support has a significant negative impact on turnover intention.

3 DATA AND METHODOLOGY

This research utilizes a quantitative approach, concentrating on permanent and family-owned employees at the local commercial television station in Semarang City, with a population of 104 individuals. Data collection involves administering questionnaires to the respondents. The analysis incorporates R-square, Bootstrapping, Path Coefficient, and Specific indirect effects testing, facilitated by the SmartPLS 3.0 software. The testing of the structural model is grounded in the R-square values. The relationship between variables is established through the bootstrapping process, ensuring PLS precision and estimates. Bootstrapping, a statistical technique within the broader category of resampling, is applied, entailing a repetitive procedure reliant on calculations conducted using SmartPLS software

4 RESULTS AND DISCUSSION

The model before elimination

Figure 2

Model before elimination Source : processed primary data, SmartPLS 2023

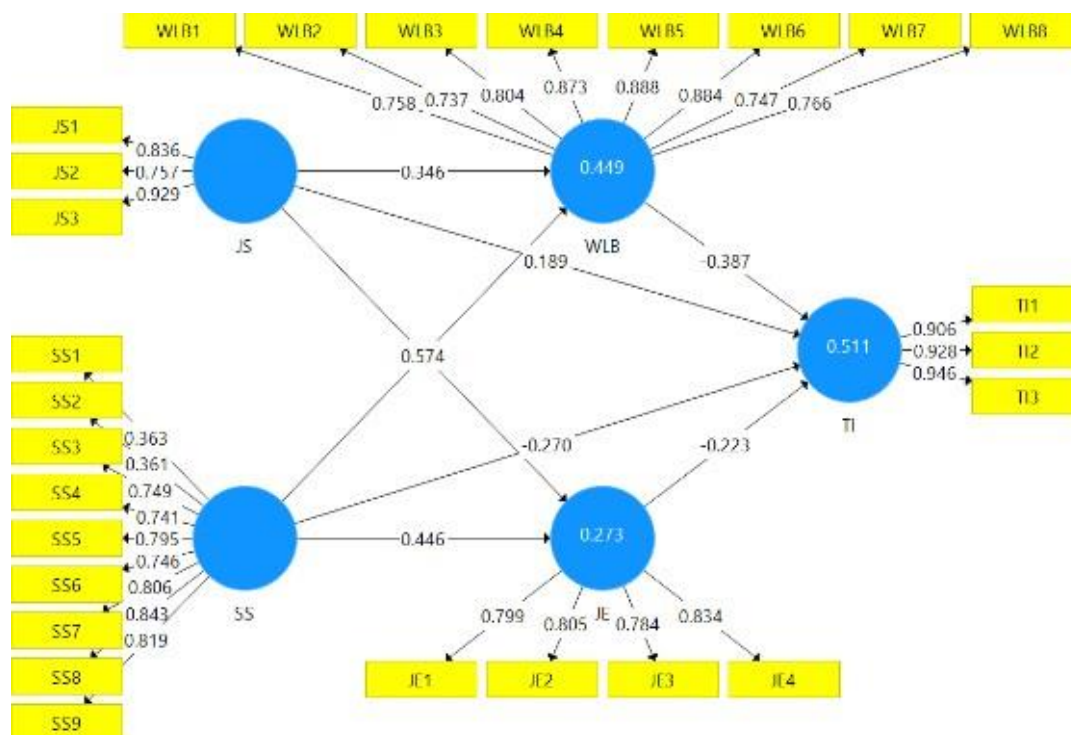


Table 2

Regressions before elimination

	JE	JS	SS	TI	WLB
JE				-0,223	
JS	0,271			0,189	0,346
SS	0,446			-0,270	0,574
TI					
WLB				-0,387	

Source: processed primary data, SmartPLS 2023

Regressions before elimination are as follows: $JE = 0,271JS + 0,446SS + e$

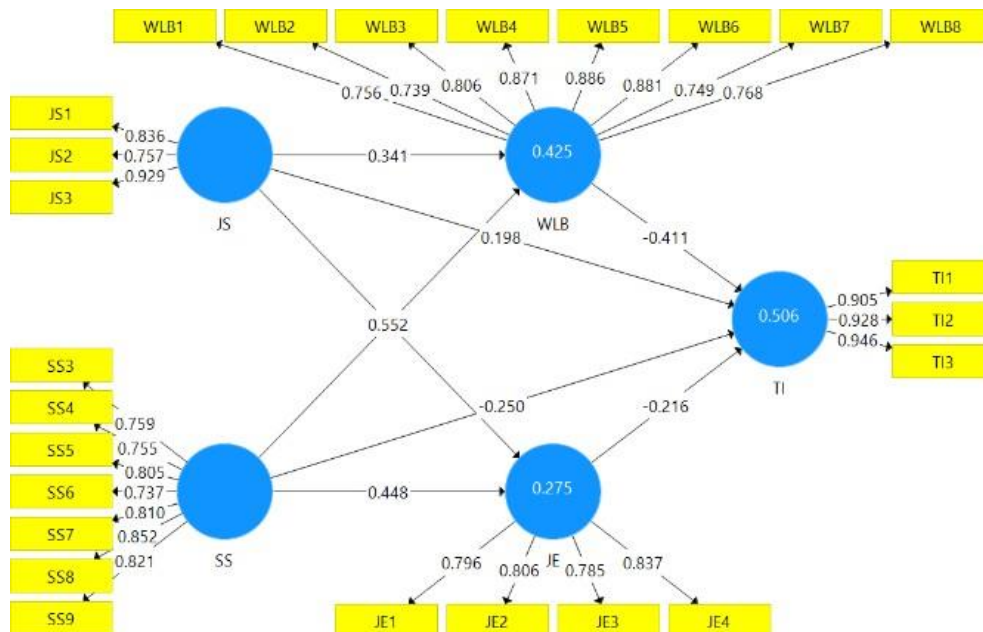
$WLB = 0,346JS + 0,574SS + e$

$TI = -0,223JE + 0,189JS - 0,270SS - 0,387WLB + e$

Model After Elimination

Figure 3

Model after elimination



Source: processed primary data, SmartPLS 2023

Table 3

Regressions After elimination

	SS	JE	JS	TI	WLB
SS		0,448		-0,250	0,552
JE				-0,216	
JS		0,267		0,198	0,341
TI					
WLB				-0,411	

Source : processed primary data, SmartPLS 2023

Regressions before elimination are as follows:

$JE = 0,448SS + 0,267JS + e$ $WLB = 0,552SS + 0,341JS + e$

$TI = -0,250SS - 0,216JE + 0,198JS - 0,411WLB + e$

5 ASSESSMENT OF MODEL MEASUREMENTS

5.1 INTERNAL CONSISTENCY RELIABILITY

Here's a CR and outer loading table before and after elimination.

Table 4

CR before elimination

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
JE	0,832	0,894	0,881	0,649
JS	0,799	0,856	0,880	0,711
SS	0,869	0,899	0,898	0,510
TI	0,918	0,936	0,948	0,859
WLB	0,924	0,926	0,938	0,655

Source: processed primary data, SmartPLS 2023

From the above Table 4, it can be seen that all variables have CR values above 0.7 and all variables have AVE values above 0.5. Meanwhile, the outer loading table before elimination will be displayed in the following Table 5:

Tabel 5

Outer Loading Before Elimination

	JE	JS	SS	TI	WLB
JE1	0,799				
JE2	0,805				
JE3	0,784				
JE4	0,834				
JS1		0,836			
JS2		0,757			
JS3		0,929			
SS1			0,363		
SS2			0,361		
SS3			0,749		
SS4			0,741		
SS5			0,795		
SS6			0,746		
SS7			0,806		
SS8			0,843		
SS9			0,819		
TI1				0,906	
TI2				0,928	

TI3				0,946	
WLB1					0,758
WLB2					0,737
WLB3					0,804
WLB4					0,873
WLB5					0,888
WLB6					0,884
WLB7					0,747
WLB8					0,766

Source: processed primary data, SmartPLS 2023

Based on the table above, there are still indicators with outer loading values below 0.70.

To ensure reliability, these indicators should be excluded from the model.

Table 6

Outer Loading After Elimination

	SS	JE	JS	TI	WLB
JE1		0,796			
JE2		0,806			
JE3		0,785			
JE4		0,837			
JS1			0,836		
JS2			0,757		
JS3			0,929		
SS3	0,759				
SS4	0,755				
SS5	0,805				
SS6	0,737				
SS7	0,810				
SS8	0,852				
SS9	0,821				
TI1				0,905	
TI2				0,928	
TI3				0,946	
WLB1					0,756
WLB2					0,739
WLB3					0,806
WLB4					0,871
WLB5					0,886
WLB6					0,881
WLB7					0,749
WLB8					0,768

Source: processed primary data, SmartPLS 2023

From Table 6 above, the outer loading values of all indicators are above the threshold of 0.7. Meanwhile, the CR and CA tables after elimination will be presented in the following table:

Table 7

Cronbach Alpha After Elimination

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
SS	0,901	0,909	0,922	0,628
JE	0,832	0,889	0,881	0,650
JS	0,799	0,855	0,880	0,711
TI	0,918	0,936	0,948	0,859
WLB	0,924	0,925	0,938	0,655

Source: processed primary data, SmartPLS 2023

From the above table it can be seen that the cornbach alpha value for the entire variable has exceeded the standard value of 0.7 so the variables in this study can be declared reliable.

6 STURUKTURAL MODEL ASSESSMENT

In structural testing, the adjusted R-square values, path coefficients, and specific indirect effects can be observed through three methods, and the results are presented in the table below:

Table 8

Adjusted R-Square Test Table

	R Square	R Square Adjusted
JE	0,275	0,260
TI	0,506	0,485
WLB	0,425	0,414

Source: primary data processed, SmartPLS 2023

The table above reveals that the job engagement variable has an adjusted R-square value of 0.260. This implies that 26% of the variability in the job engagement variable can be explained by the job stress variable and supportive supervisor, while the remaining 74% is influenced by variables outside the model. Similarly, the work life balance variable has an adjusted R-square of 0.414, indicating that 41.4% of its variability can be clarified by the job stress variable and supervisor support. The remaining 58,6% is attributed to variables outside the model. Concerning turnover intention variability, 48.5% can be clarified by the job stress

variable, supportive supervisor, work life balance, and job engagement, while the remaining 51,5% is explainable by other variables outside the model.

6.1 PATH COEFFICIENT

These tests are conducted to determine the direct influence of exogenous variables on endogenous variables through bootstrapping procedures. The outcomes of the path coefficient test in this study, using SmartPLS 3.0, are as follows:

Table 9

Path Coefficient Bootstrapping Table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
SS -> JE	0,448	0,468	0,113	3,962	0,000
SS -> TI	-0,250	-0,225	0,126	1,990	0,024
SS -> WLB	0,552	0,543	0,108	5,104	0,000
JE -> TI	-0,216	-0,267	0,113	1,900	0,029
JS -> JE	0,267	0,254	0,095	2,803	0,003
JS -> TI	0,198	0,194	0,099	2,006	0,023
JS -> WLB	0,341	0,357	0,089	3,818	0,000
WLB -> TI	-0,411	-0,389	0,109	3,773	0,000

Source: primary data processed, SmartPLS2023

From the data presented in Table 9, it is evident that the direct association between the job stress variable and turnover intention yields a p-value of 0.023, below the threshold of 0.05, leading to the rejection of the hypothesis due to the β value being 0.198. Conversely, the direct impact of supervisor support on turnover intention is indicated by a p-value of 0.024, also below 0.05, indicating acceptance of the assumption. On the other hand, the relationship between the job stress variable and work life balance, with a p-value of 0.000, suggests rejection of the hypothesis due to its positive β value. Similarly, the effect of job stress on job engagement, with a p-value of 0.003, leads to the rejection of the hypothesis due to its β value being 0.267.

6.1.1 Specific Indirect Effect

By using the bootstrapping technique, this test also aims to ascertain the indirect effect between exogenous and endogenous factors. In this instance, the p-values are the observed values. The following are the findings from this study's particular indirect impact test:

Table 10*Specific indirect effect*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
SS -> JE -> TI	-0,097	-0,129	0,065	1,491	0,068
JS -> JE -> TI	-0,058	-0,063	0,030	1,944	0,026
SS -> WLB -> TI	-0,227	-0,212	0,077	2,963	0,002
JS -> WLB -> TI	-0,140	-0,140	0,055	2,545	0,006

Source: primary data processed, SmartPLS 2023

From the above table can be obtained the result that there are three lines that can be inferred to have influence because they have a p-value $< 0,05$. The indirect influence of job stress, job engagement, and turnover intention has a p - value of $0.026 < 0.05$. the indirect impact of supervisor support, job engagement, and the turnover intention has an p-value of $0.068 > 0.05$, which means that the job engagement does not mediate the impact of the top support on the turnovers intention. The indirect impact of job stress, work life balance, and turnover intention have p - values of $0.006 < 0.05$.

7 DISCUSSION & RESULT

Based on the data analysis, it can be stated that the work stress variable has a significant positive effect on the work life balance variable. This study is in line with a study (Divisi et al., n.d.) that states that job stress has a significant positive impact on the work life balance. Based on data analysis, it can be stated that the work stress variable has significant positive influence on the job engagement variable. The higher the level of stress an employee experiences, the higher the employee's level of engagement. The results of this study are consistent with the report (Ilmiah et al., 2022) that job stress can affect job engagement. It shows that the level of job engagement of a local commercial television employee in Semarang City is influenced by their level of job stress. When they experience high job stress levels, then their job engagement rate will be high, this study contradicts the findings of the study (Subiantoro & Lataruva, 2022) that employment stress has a negative impact on employment participation. The high level of job engagement will be determined by the extent to which the employee's level of support from the superiors is established. This study supports research (Kaur & Randhawa, 2021) that states that supreme support influences employment engagement. This means that the high level of work life balance of an employee is affected by the low level of supervisor support perceived. The higher the supervisor support the employee feels, the higher the work life balance of that

employee. This study is in line with a previous study, conducted by (Kaur & Randhawa, 2021) that found that the influence of superiors affects how well one can balance work and family responsibilities. According to the analysis's finding, the turnover intention variable is significantly impacted negatively by the job engagement. This means that no matter how much the level of employee attachment will affect the employee's intention to move when they really want to move the workplace. This study is in line with a study (Oliveira & Najnudel, 2023) that states that there is no negative influence between supervisor support and turnover intention. Based on the results of the research obtained results that the variable of work life balance influences against significant negative turnover intention. That means the employee's intention to move work is heavily influenced by the balance of their family work. The family becomes a determining factor whether employees will move to work or not. The higher the work life balance, the lower the employee's turnover intention. Employees will have the intention to move when they feel their family affairs cannot be run well. This research supports the research (Jaharuddin & Zainol, 2019). The study's finding indicate that there is a direct and positive relationship between the job stress variable and the turnover intention. This study is in line with (Gautam & Gautam, 2022) which also states that job stress has a significant positive impact on turnover intention. Based on the results of the research, the result was that the supervisor support variable had a significant negative influence on the turnover intention variable. The employee's intention to relocate depends on how much supportive support the employee feels. Employees will still have the intention to move despite getting the support of the big bosses. This study supports research (Kaur & Randhawa, 2021), which states that there is a direct influence between supervisor support and turnover intention.

8 CONCLUSION

Based on the results of research on the impact of work stress and supreme support on turnover intention through family work balance and employment engagement as intervening variables, then it can be concluded as follows:

1. Supervisor support is the factor that has the highest influence on turnover intention. By increasing supervisor support will lower or decrease the turnover intention of local television employees who are in Semarang City

2. Furthermore, supervisor support through work life balance has a significant influence over turnover intention. With the presence of supervisor support then employees will be able to improve the work life balance so that their intention to move jobs will be smaller.
3. Job stress is the next factor that affects the turnover intention. High levels of job stress will make employees feel uncomfortable at work so they have the intention to resign and result in increased turnover for the company.
4. Job stress has been found to have a significant positive impact on the turnover intention through work life balance.
5. Job also affects turnover intention through Job Engagement.

LIMITATIONS, AND RESEARCH FUTURE SCOPE LIMITATION

The fact that this study exclusively looks at the city of Semarang contributes to its limitations. Furthermore, a constraint that the researcher is unable to prevent is the respondents' unwillingness to answer questions. One further disadvantage of this study is that not every Semarang-based local commercial television station employs permanent staff members.

FUTURE RESEARCH SCOPE

The work life balance variable was identified as a determining factor impacting turnover based on the research findings. Therefore, in order for employees to manage their personal or family concerns without compromising work, and vice versa, without sacrificing family matters for work, management must grant some freedom to employees through flexible working hours. The researcher recommends broadening the study object's reach in the future to encompass provinces or possibly the entire country.

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