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# Antecedents of Turnover Intention on the Manufacturing Industry in Banten Province

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**ABSTRACT**

**The objective of the empirical study is to analyse the effect of HRM Practices, Work Family Conflict, Supervisor Support on Turnover Intention mediated by Work Engagement. The data used in this study is primary data taken through by distributing questionnaires using purposive sampling method involving 195 respondents in the manufacturing industry in Banten province, Indonesia. The analytical tools in this research is Structural Equation Modeling (SEM) using AMOS version 21. The results of this study are the HRM Practices, Work Family Conflict, Supervisor Support have an influence on Work Engagement and also on Turnover Intention. In the next result, Work Engagement can mediate the effect of HRM Practices on Turnover Intention, Work Family Conflict on Turnover Intention, and Supervisor Support on Turnover Intention. From the results of this study, it is recommended for managers to maintain a low employee turnover rate by increasing employee engagement and encouraging employee growth, so as to achieve effective management performance supported by positive energy and emotional attachment to work.**

**Keywords:** HRM Practices; Supervisor Support; Turnover Intention; Work Family Conflict; Work Engagement

Business organizations in the field of services and products desire to be able to achieve their goals to keep growing. Organizations need to organize and manage resources where one of the important assets is employees (Menezes et al., 2018). According to a survey of the Central Statistics Agency's annual data report, it was found that the Open Unemployment Rate in Banten Province in the last 5 years had a fluctuating percentage, expressed in the following data:




**Figure 1. The Open Unemployment Rate of Banten Province - Indonesia**
**Source: Central Bureau of Statistics - Republic of Indonesia (2020)**

Based on the data above, 2020 was the highest unemployment rate compared to 2015 to 2019 due to the Covid-19 pandemic that affected the employment sector in Indonesia. The regional and social restriction policies followed by a reduction in operational working hours resulted in the loss of working hours for employees to the loss of jobs. In addition, the high unemployment rate is also caused by the Turnover Intention. According to the International Labor Organization (ILO) data report, the labor sectors that require the most workers are the retail and wholesale sectors, trade, transportation, real estate, restaurants, and manufacturing.

The manufacturing industry is one of the main drivers of economic growth in Indonesia (kemenperin.go.id). Banten Province is one of the largest provinces that makes a significant contribution to the regional and national economy and has approximately 20 industrial estates in which there are 2,430 manufacturing industries which are still the center for the production of goods and services (bps.go.id). The main capital in facing global competition is quality and competitive manufacturing products. To be able to realize this, human resources are needed to help increase the growth of an industry.

Turnover Intention is one of the special concerns of an organization because it leads to on productivity, product and service quality, and the profitability of an organization (Belete, AK 2017). This phenomenon makes various organizations try to control the level of employee turnover. A supervisor can use appropriate HRM Practices to provide a workplace that motivates employees and reduces turnover intentions due to the emergence of higher trust and lower intentions to leave the organization (Haque, Fernando, and Caputi, 2019). The value of balance between work and family becomes important for an organization because conflicts between areas of life will lead to several negative consequences for both individuals and organizations. Thus, a balance between roles will reduce conflict so that the organization gets a low turnover rate and employee retention which leads to organizational policies in order to prevent employee turnover (Ribeiro et al., 2021). According to Harun, Mahmood, and Som (2020), Work Family Conflict comes from the demands of working conditions that burden family life, causing a decrease in work results, which then makes employees have the desire to leave the organization. According to Pattnaik and Panda (2020) Supervisor Support, which is a work resource, can help employees overcome problems and make employees feel that their superiors support and care about their welfare. Supervisor Support is also part of the employee's work environment that can help retain or cause them to stop working (Gordon et al., 2019). Employees who are engaged in work will show low intention to move because

employees feel they have the best qualities and have a trusting relationship with the organization (Tetteh et al., 2021). Yucel, Sirin, and Bas (2021) suggest that employees who face conflict between family and work will experience fatigue, depression, and anxiety which result in increased absenteeism and intention to move. Thus, the existence of Work Engagement is important for the development of positive psychology and it is an issue that organizations attach importance to employees who are engaged in work, have high energy at work, and try to do work with a sense of responsibility.

## LITERATURE REVIEW

### HRM Practices

HRM Practices are a series of activities used to influence and shape employee attitudes, behavior, and performance to ensure the achievement of organizational goals. HRM Practices can directly or indirectly increase employee performance engagement, increase job satisfaction and commitment, better career paths, intention to stay in the organization, lower absenteeism rates, lower turnover, minimize work stress, and increase comfort at work. superiors, subordinates, or co-workers (Al-Kahtani, 2018). A boss or supervisor can use appropriate HRM Practices to provide a workplace that motivates employees and reduces turnover intentions due to the emergence of higher trust and lower intentions to leave the organization (Haque, Fernando, and Caputi, 2019).

### Work Family Conflict

Work Family Conflict is a mismatch of work demands that prevents a person from fulfilling the responsibilities of family roles, causing a conflict. Ribeiro et al., (2021) found that low levels of Work Family Conflict will make employees have greater involvement because they can express more positive emotions such as happiness, enthusiasm, better physical and psychological health. Work Family Conflict is considered to be able to increase stress that leads to Turnover Intention, because ongoing conflict due to work will interfere with employees' personal activities (Rasheed, Iqbal, and Mustafa, 2018).

### Supervisor Support

Supervisor Support is a form of encouragement in which supervisors can be actively involved in providing learning, developing skills, and being able to assist employees in solving various work problems. Supervisor Support helps employees to cultivate a positive attitude towards the organization so that they become motivated and produce high quality output through increased Work Engagement (Kaur and Randhawa, 2021). Emotional feelings supported by supervisors make employees more prepared to tolerate a stressful work environment and still show higher levels of satisfaction and commitment, characterized by lower intentions to quit work (Chami-Malaeb, 2021).

### Work Engagement

Work Engagement is a state where employees are ready to hire and express themselves which reflects employee participation in completing the work tasks to be carried out. Paul and Kee (2020) explain that Work Engagement is a potential mediator between HRM Practices and Turnover Intention supported by social exchange theory in which employees who receive economic and social emotional resources in terms of HRM Practices feel obliged to repay the organization through work involvement, commitment high, and the increase in work that causes a decrease in intention to quit. According to Yucel, Sirin, and Bas (2021), organizations


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that are able to create and increase positive work engagement will reduce conflicts between family roles which then make dedicated employees not intend to quit. Engagement rate employees in completing work responsibilities supported by the role of supervisors in creating positive emotions, high motivation, and psychological support will make employees have high dedication and have no intention to leave the organization (Suan and Nasrudin, 2003).

**Turnover Intention**

Turnover Intention is a feeling that is intentionally felt by the individual to leave the organization due to job dissatisfaction and the existence of job choices in other more attractive organizations. Yucel, Sirin, and Bas (2021), found that work engagement positively leads to employee health and desire to work. This allows employees to increase job satisfaction and organizational commitment thereby reducing turnover behavior. Engaged employees will feel much more positive emotions at work and can build lasting psychological resources (Agarwal and Gupta, 2018). Then, Tetteh et al., (2021) found that highly engaged employees are also more likely to show lower intention to switch because employees have the best quality and trusting relationship with the organization.

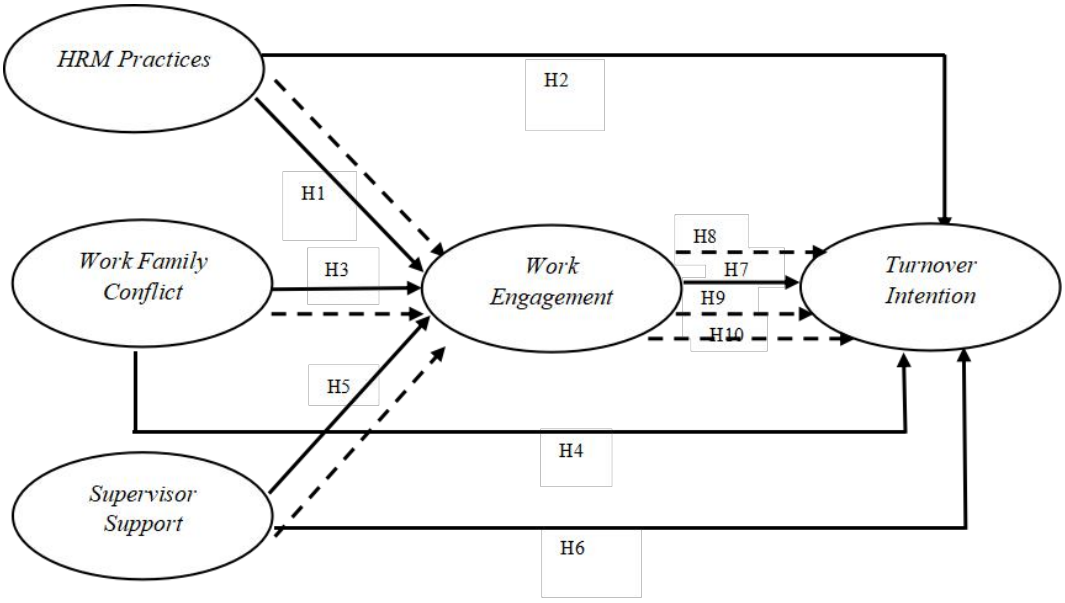



**Figure 2. Research Model**
**Source: Gadi dan Kee, (2021), Yucel, Sirin, dan Bas (2021), Pattnaik dan Panda (2020), Memon *et al.,* (2020)**

## HYPOTHESIS DEVELOPMENT

Based on theories related to the research objectives to be achieved, the model in this study is described in a Conceptual Framework as follows: Based on previous research by Gadi and Kee (2021) on academic staff who have worked at least six months at Nigerian universities, that perceived HRM Practices can keep employees highly engaged with work. In addition, the results of research on employees working in Turkish companies by Aybas and Acar (2017) found that HRM Practices affect Work Engagement. Furthermore, research by Alfes et al., (2013) conducted on employees working in the service organization sector in the UK found HRM Practices had an effect on Work Engagement. Based on the results of previous research, it can be formulated hypothesis first as follows:

H1: There is an effect of HRM Practices on Work Engagement.

The results of Haque, Fernando and Ceputi's research (2019) on employees in Australia explain that HRM Practices can reduce employee withdrawal behavior in terms of low turnover. Furthermore, Alfes et al., (2013) found that HRM Practices have an effect on Turnover Intention carried out on employees of service organizations in the UK. Then, based on research conducted by Ramaprasad, Lakshminarayanan, and Pai (2018) on professional employees in India, it was found that high HRM Practices will reduce Turnover Intention. Based on the results of previous studies, it can be formulated hypothesis second as follows:
H2: There is an effect of HRM Practices on Turnover Intention.

Research conducted by Ribeiro et al., (2021) on Portuguese employees from various organizations found that perceived conflict between professional and family environments would reduce work involvement. Furthermore, according to research by Yang et al., (2021) on principals of primary and secondary schools in China there is an influence between Work Family Conflict on Work Engagement. Aboobaker and Edward (2019) conducted a study of employees working in state and private banks in the USA and found that the higher the Work Family Conflict, the lower the employee's work engagement. Then, the higher Work Family Conflict has an effect on Work Engagement from the research conducted by Karatepe and Karadas (2016) on employees who work in four and five star hotels in Romania. Thus, based on the results of previous research, it can be formulated hypothesis third as follows:
H3: There is an effect of Work Family Conflict on Work Engagement.

According to research by Rasheed, Iqbal, and Mustafa (2018) on employees of private banks in Pakistan, it shows that there is a relationship between high employee turnover intentions and work family conflict so that it has significant results. Then, Harun, Mahmood, and Som (2018) conducted research on doctors in Malaysia and found that there was an effect of Work Family Conflict on Work Engagement. In addition, Wang, Lee, and Wu (2017) conducted a study on employees working in the Taiwanese hospitality industry that the higher the family conflict, the higher the intention of employees to leave the organization. Based on the results of these studies, it can be formulated hypothesis forth as follows:
H4: There is an effect of Work Family Conflict on Turnover Intention.

In a study conducted by Pattnaik and Panda (2020) on Call Center employees in India that the higher the level of Supervisor Support involvement can increase employee work engagement. Furthermore, the results of research by Suan and Nasrudin (2016), found that Supervisor Support had an influence on Work Engagement who conducted research on employees in Malaysia. Then, Sawasdee, Saengchai, and Jermsittiparsert (2020) conducted a study on Call Center employees in India finding that Supervisor Support has an influence on Work Engagement. Based on the results of previous studies, it can be formulated hypothesis fifth as follows:
H5: There is an influence Supervisor Support on Work Engagement.

Kaur and Randhawa (2021) conducted a study which found that there was an effect of Supervisor Support on Turnover Intention of private teachers in India. Then, based on research by Afzal et al., (2019) on private university lecturers in Pakistan that the effect of Supervisor Support on employee turnover intention is not significant. In addition, according to research by


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Gordon et al., (2019) who conducted a study on employees who work in USA hotels that supervisor support can reduce employees' desire to leave work. Research conducted by Chami-Malaeb (2021) on nurses in Lebanon that support from superiors has an influence on low turnover intention. Thus, in accordance with the results of previous studies, hypothesis sixth can be formulated as follows:
H6: There is an influence Supervisor Support on Turnover Intention.

Based on research conducted by Memon et al., (2021) on professional employees working in oil and gas companies in Malaysia, it was found that there was an effect of Work Engagement on Turnover Intention. Memon et al., (2020) again conducted research and found that there was an effect of Work Engagement on Turnover Intention. Then, Memon, Salleh, and Baharom (2016) found that Work Engagement can affect the Turnover Intention of employees working for 12 oil and gas companies in Malaysia. Research conducted by Kim and Hyun (2017) on employees working in Korean organizations found that employees who are involved in work have an effect on their desire and intention to leave the current organization. In addition, according to research by Zhang et al., (2018) on municipal health inspectors in Sichuan Province, China, there is an effect of Work Engagement on Turnover Intention. Based on the results of previous studies, it can be formulated hypothesis seventh which is stated as follows:
H7: There is an effect of Work Engagement on Turnover Intention.

The results of research conducted by Gadi and Kee (2021) on academic staff who have worked at least 6 months at Nigerian universities found that recognizing, improving, and implementing HRM Practices can increase employee work engagement which in turn will reduce turnover intention. Research by Alfes et al., (2013) on employees working in the service organization sector in the UK that there is an effect of HRM Practices on Turnover Intention mediated by Work Engagement. Juhdi, Pa'wan, and Hansaram (2013) on employees working in various industrial sectors in Malaysia found that the impact of HRM Practices on Turnover Intention was fully intervened by Work Engagement. Based on the results of previous research, it can be concluded that the eight hypothesis is stated as follows:
H8: There is an effect of HRM Practices on Turnover Intention mediated by Work Engagement.

Based on the research of Yucel, Sirin, and Bas (2021) to employees who work at the Erzincan Provincial Hospital, Turkey, it was found that there is an effect of Work Family Conflict on Turnover Intention which is reduced through Work Engagement. In Ribeiro et al., (2021) research conducted on employees in Portugal from various organizations experiencing Work Family Conflict so that it will reduce their involvement and lead to the intention to leave the organization. Then, a study conducted by Islam et al., (2019) on police employees in Pakistan found employees who can make a balance between work and work family life will tend to be involved in employee work. Based on the results of previous research, it can be formulated hypothesis ninth as follows:
H9: There is an effect of Work Family Conflict on Turnover Intention mediated by Work Engagement.

Kaur and Randhawa (2021) who conducted a study on private school teachers in India found that Work Engagement mediates the effect of Supervisor Support on Turnover Intention. In a study conducted by Pattnaik and Panda (2020) on call center employees in India, it was found that there was an effect of Supervisor Support on Turnover Intention mediated by Work

Engagement. The research found that Supervisor Support can increase employee work engagement, which in turn causes a reduced tendency to quit, is a study conducted by Ibrahim, Suan, and Karatepe (2019) on call center employees in Malaysia. Based on the results of previous studies, it can be concluded that the tenth hypothesis is stated as follows:
H10: There is an influence of Supervisor Support on Turnover Intention mediated by Work Engagement.

## METHODS

This type of research is a quantitative method with research using hypothesis testing. The unit of analysis is individuals. Data collection in this study was cross-sectional, where data were collected only once with the aim of answering research questions. The distribution of this questionnaire is carried out at one time starting on November 9, 2021 until November 18, 2021. Data collection techniques are carried out through distributing questionnaires. Sources of data obtained by obtaining primary data. The samples taken were 195 employees of the Manufacturing Industry in Banten Province using non-probability sampling. The sampling method used in this study was a purposive sampling technique, namely sampling using criteria that were in accordance with those required in a study.

In this study, the first independent variable is HRM Practices measured using five dimensions with sixteen indicators adapted by Gadi and Kee, (2021). The second independent variable is Work Family Conflict measured by five indicators adapted from the research of Yucel, Sirin, and Bas (2021). Furthermore, the third independent variable is Supervisor Support measured by four indicators items adapted from the research of Pattnaik and Panda (2020). Then, Work Engagement is an intermediate variable (intervening variable) which is measured using three dimensions with nine indicators items adapted by Memon et al., (2021). The dependent variable (dependent variable) is Turnover Intention as measured by five indicators items adapted by Memon et al., (2021).

## RESULT

Based on the validity test results, there are sixteen indicators used to measure the HRM Practices variable having a Factor Loading value of 0.40, which means that sixteen indicators are valid, so they can be used in research.

**Table 1. HRM Practices Variable Validity Test Results**

| No | Indicators | Factor Loading | Decision |
|---|---|---|---|
| ***Training and Development*** | | | |
| 1 | When employees start a new job here, they are provided with sufficient guidance and training. | 0,777 | Valid |
| 2 | Have a commitment to carry out continuous training and staff development | 0,678 | Valid |
| 3 | The training and development I have received has improved my performance. | 0,705 | Valid |
| ***Recruitment and Selection*** | | | |
| 4 | Organizations are good at selecting the right employees for the right jobs | 0,763 | Valid |
| 5 | Managers in these organizations know the benefits of hiring the right people | 0,752 | Valid |
| 6 | Managers in this organization know clearly the types of people who need to be hired. | 0,729 | Valid |
| ***Performance Appraisal*** | | | |
| 7 | My performance is reviewed and evaluated quite often. | 0,759 | Valid |
| 8 | The way my performance appraisal is done is fair. | 0,745 | Valid |
| 9 | The way my performance appraisal was evaluated and given clear input for improvement in the future. | 0,725 | Valid |
| ***Reward Recognition*** | | | |
| 10 | The awards and recognition I receive from this work are fair. | 0,771 | Valid |
| 11 | This organization fulfills its obligations to me. | 0,769 | Valid |
| 12 | Fulfillment of the income I receive. | 0,693 | Valid |
| 13 | am satisfied with the benefits I receive (such as insurance, leave, and food/transportation fees) | 0,844 | Valid |
| ***Career Recognition*** | | | |
| 14 | The time and effort I put in is sufficient for career planning. | 0,758 | Valid |
| 15 | I was given the opportunity to develop the skills needed for career advancement. | 0,740 | Valid |
| 16 | There are enough opportunities for career path in this organization | 0,692 | Valid |

**Source: Results of data processing (2022)**

Based on the results of validity testing, there are five indicators used to measure the Work Family Conflict variable having a Factor Loading value > 0.40, which means that five indicators are valid, so they can be used in research.

**Table 2. Work Family Conflict Variable Validity Test Results**

| No | Indicators | Factor Loading | Decision |
|---|---|---|---|
| 1 | Family life is disrupted due to work demands. | 0,758 | Valid |
| 2 | Working hours make it difficult for me to fulfill my family | 0,782 | Valid |
| 3 | Due to the demands of work, I can't do what I want to do at home. | 0,814 | Valid |
| 4 | My job creates tension that makes it difficult to fulfill family responsibilities. | 0,806 | Valid |
| 5 | I need to change my family activity plan because I have work responsibilities. | 0,782 | Valid |

**Source: Results of data processing (2022)**

Based on the results of the validity test, there are four indicators used to measure the Supervisor Support variable having a Factor Loading value > 0.40, which means that four indicators are valid, so they can be used in research.

**Table 3. Supervisor Support Variable Validity Test Results**

| No | Indicators | Factor Loading | Decision |
|---|---|---|---|
| 1 | My supervisor is very helpful in performing customer service duties. | 0,785 | Valid |
| 2 | When performing service duties, I rely heavily on my superiors. | 0,811 | Valid |
| 3 | My boss provides important work-related information and advice that makes the job easier. | 0,692 | Valid |
| 4 | I can count on my boss to do the "right thing" when it comes to customer service. | 0,738 | Valid |

**Source: Results of data processing (2022)**

Based on the results of validity testing, there are nine indicators used to measure the Work Engagement variable having a Factor Loading value > 0.40, which means that nine indicators are valid, so they can be used in research.

**Table 4. Work Engagement Variable Validity Test Results**

| No | Indicators | Factor Loading | Decision |
|---|---|---|---|
| ***Vigour*** | | | |
| 1 | I feel like working when I wake up in the morning. | 0,795 | Valid |
| 2 | I find this job full of positive energy. | 0,779 | Valid |
| 3 | I am strong and passionate at work. | 0,837 | Valid |
| ***Dedication*** | | | |
| 4 | My work is very inspiring. | 0,769 | Valid |
| 5 | I like this job. | 0,894 | Valid |
| 6 | I am proud of the work done. | 0,743 | Valid |
| ***Absorption*** | | | |
| 7 | I get carried away when I work. | 0,709 | Valid |
| 8 | I live work. | 0,757 | Valid |
| 9 | I feel happy when I work intensely. | 0,797 | Valid |

**Source: Results of data processing (2022)**

Based on the results of validity testing, there are five indicators used to measure the Turnover Intention variable having a Factor Loading value > 0.40, which means that five indicators are valid, so they can be used in research.

**Table 5. Turnover Intention Variable Hypothesis Testing Results**

| No | Indicators | Factor Loading | Decision |
|---|---|---|---|
| 1 | I am seriously considering quitting my current job and intending to work for another company. | 0,764 | Valid |
| 2 | Sometimes I feel that I have to give up this workplace job. | 0,725 | Valid |
| 3 | In the next 1 year I am thinking of looking for a new job. | 0,817 | Valid |
| 4 | I feel that it is possible to leave the current job in the next 6 months. | 0,802 | Valid |
| 5 | I would leave this company if the given conditions got a little worse than they are now. | 0,881 | Valid |

**Source: Results of data processing (2022)**



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Based on the reliability test results table, it is known that the Cronbach Alpha coefficient value for the variables HRM Practice, Work Family Conflict, Supervisor Support, Work Engagement, Turnover Intention 0.60 so that the measuring instrument used is reliable and can be continued for further research.

**Table 6. Reliability Test Results**

| Variable | Item | Cronbach | Decision |
|---|---|---|---|
| HRM Practices | 16 | 0,941 | Reliable |
| Work Family | 5 | 0,875 | Reliable |
| Supervisor Support | 4 | 0,775 | Reliable |
| Work Engagement | 9 | 0,860 | Reliable |
| Turnover Intention | 5 | 0,875 | Reliable |

**Source: Results of data processing (2022)**

Based on the Goodness of Fit values obtained from data processing, there are several measures that are included in the Good Fit criteria, namely RMSEA (0,058), NFI (0,904) and RFI (0,937), it can be concluded that the model proposed in this study meets the Goodness of Fit criteria.

**Table 7. Statistical Statistic Test Result**

| No | Variable | n | Mean | Std. |
|---|---|---|---|---|
| 1 | HRM Practices | 195 | 4,07 | 0,483 |
| 2 | Work Family | 195 | 1,66 | 0,490 |
| 3 | Supervisor Support | 195 | 4,24 | 0,489 |
| 4 | Work Engagement | 195 | 4,25 | 0,447 |
| 5 | Turnover Intantion | 195 | 2,06 | 0,594 |

**Source: Results of data processing (2022)**

From the results of descriptive statistics for the HRM Practices variable, it is known that the average value of 4.07 indicates that employees of the manufacturing industry in Banten Province have implemented HRM practices as a series of activities aimed at improving performance and competence in order to manage human capital and ensure that capital can maximize organizational goals. Then, Work Family Conflict was found that the average value was 1.66 where the manufacturing industry employees in Banten Province were able to build a healthy fit between work and family so as not to interfere with the activities of the two roles. The results of descriptive statistics show that the average supervisor support score is 4.24, meaning that manufacturing industry employees in Banten Province feel that there is support from supervisors who can contribute to a positive attitude towards work programs so as to assist employees in completing various tasks and job responsibilities.

Based on the results of descriptive statistics on 8, it shows that Work Engagement has an average value of 4.25 which means that manufacturing industry employees in Banten Province are already involved in work characterized by having positive attitudes such as enthusiasm, independence, dedication, and mental toughness so that they are committed to every job they do. In addition, it is known that the descriptive statistical value for the Turnover Intention variable is 2.06, which means that manufacturing industry employees feel that they have no intention of leaving the organization or looking for a more interesting job. The value of the Standard Deviation for all variables indicates that the value is low, so that HRM Practices data obtained are stable or in other words the data collection is done well.

**Table 8. Hyphotesis Test Results**

| Hypothesis | Estimate | p-value | Decision |
|---|---|---|---|
| **H1**: There is an effect of HRM Practices on Work Engagement. | 0,894 | 0,000 | $H_a1$ Supported |
| **H2**: There is an effect of HRM Practices on Turnover Intention. | -0,405 | 0,000 | $H_a2$ Supported |
| **H3**: There is an effect of Work Family Conflict on Work Engagement. | -0,479 | 0,000 | $H_a3$ Supported |
| **H4**: There is an effect of Work Family Conflict on Turnover Intention. | 0,375 | 0,000 | $H_a4$ Supported |
| **H5**: There is an influence Supervisor Support on Work Engagement. | 0,401 | 0,000 | $H_a5$ Supported |
| **H6**: There is an influence Supervisor Support on Turnover Intention. | -0,552 | 0,000 | $H_a6$ Supported |
| **H7**: There is an effect of Work Engagement on Turnover Intention. | -0,313 | 0,000 | $H_a7$ Supported |
| **H8**: There is an effect of HRM Practices on Turnover Intention mediated by Work Engagement. | -2,837 | 0,005 | $H_a8$ Supported |
| **H9**: There is an effect of Work Family Conflict on Turnover Intention mediated by Work Engagement. | 2,778 | 0,005 | $H_a9$ Supported |
| **H10**: There is an influence of Supervisor Support on Turnover Intention mediated by Work Engagement. | -2,542 | 0,011 | $H_a10$ Supported |

**Source: Results of data processing (2022)**

The results of testing the first hypothesis can be seen that the significant value for testing the effect of HRM Practices on Work Engagement is 0.000 <0.05, which indicates that Ho is rejected and Ha is accepted with an estimate value of 0.894. In conclusion, the higher the HRM Practices perceived by employees in the workplace, it will increase employee work engagement in completing responsibilities. From the results of testing the second hypothesis on testing the effect of HRM Practices on Turnover Intention, it was found that the p-value was 0.000 <0.05 with an estimate value of -0.405, indicating that Ho was rejected and Ha was accepted. The greater the positive perception of employees about HRM Practices, the less likely they are to leave the organization. Testing the third hypothesis, namely the effect of Work Family Conflict on Work Engagement with a p-value of 0.000 <0.05, which means Ho is rejected and Ha is accepted with an estimate value of -0.479. This means that if the HRM Practices in the organization are high, it will reduce Turnover Intention which makes employees choose to remain in the organization. Based on testing the fourth hypothesis on the effect of Work Family Conflict on Turnover Intention of 0.000 <0.05 with an estimate value of 0.375 indicating that Ho is rejected and Ha is accepted. So, the more employees feel there is a high Work Family Conflict, it will increase Turnover Intention. The results of testing the fifth hypothesis are found that the p-value is 0.000 <0.05 with an estimate value of 0.401 which indicates that Ho is rejected and Ha is accepted so that there is an influence of Supervisor Support on Work Engagement. In conclusion, if subordinates feel that there is high Supervisor Support, it will increase their Work Engagement in completing work. The results of the sixth hypothesis show that there is an effect of Supervisor Support on Turnover Intention with a p-value of 0.000 <0.05


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and the estimate value is -0.552. That is, if Supervisor Support at work is high, it will reduce Turnover Intention. Testing the seventh hypothesis found a p-value of 0.000 <0.05 with an estimate value of -0.313 so that it shows that there is an effect of Work Engagement on Turnover Intention. So, if the employee's work engagement is high, it will cause low turnover intention. From the results of testing the eighth hypothesis on testing the effect of HRM Practices on Turnover Intention mediated by Work Engagement, it was found that the p-value was 0.005 <0.05 with an estimate value of -2.837, indicating that Ho was rejected and Ha was accepted. In conclusion, if HRM Practices are high, it will further increase Work Engagement which then results in low Turnover Intention. Based on the ninth hypothesis testing, a p-value of 0.005 <0.05 was found with an estimate value of 2.778 which indicates that Ho is rejected and Ha is accepted so that there is an effect of Work Family Conflict on Turnover Intention mediated by Work Engagement. That is, if Work Family Conflict increases, it will decrease the employee's Work Engagement attitude, resulting in high Turnover Intention. From the results of testing the tenth hypothesis on testing the influence of Supervisor Support on Turnover Intention mediated by Work Engagement, it was found that the p-value was 0.011 <0.05 with an estimate value of -2.542. So, if employees feel that there is high Supervisor Support, it will further increase Work Engagement, which will then decrease Turnover Intention.

## DISCUSSION

The HRM Practices approach directly changes the positive attitudes and behavior of employees in terms of their engagement in work which is considered a positive psychological model, so it is important to consider in dealing with changes in the workplace and sustainable performance. As happened in the manufacturing industry in Banten Province, the high level of HRM Practices plays a role in managing human resources by facilitating the development of competencies including skills and motivation that can improve work engagement attitudes. A series of activities in HRM Practices are able to increase and provide positive energy to manufacturing industry employees in Banten Province to build work motivation and organizational commitment which is characterized by low Turnover Intention.

The existence of Work Family Conflict in the manufacturing industry of Banten Province will disrupt the concentration of employees in doing work. The low work engagement of employees is caused by a healthy imbalance between work and family. When an individual has positive feelings about work and is satisfied with every aspect of the job (such as salary and workload), they will be more motivated and committed to helping the company achieve its goals, which in turn increases the desire to stay involved in their work so as to achieve maximum performance. The high turnover intention is caused by a higher conflict between professional and personal life. Judging from the respondent's data, most of the employees are aged > 25 - 30 years with married status. The lives of the two roles greatly affect the behavior and performance results of employees, for that with a high balance of Work Family Conflict, it will anticipate work stress that leads to low Turnover Intention, because ongoing conflict will interfere with employees' personal activities.

When employees feel a lack of genuine support or trust from supervisors, they become disengaged with the organization. Then, Supervisor Support can also help employees of the manufacturing industry in Banten Province, most of whom are employees in staff positions who need to be given support to help meet their work goals and reduce job demands. Supervisor Support refers to the form of employees' perceptions of how valuable their contributions are

to their superiors and how much their welfare is taken care of by their superiors. With the Supervisor Support role, it is proven to reduce negative work-related behaviors which can further increase Work Engagement.

Existing research has found that supervisory behavior is related to voluntary turnover of employees. An employee's commitment to a supervisor is an exchange relationship in which the employee expects to receive rewards and benefits, both tangible and intangible, in return for the effort and commitment he or she puts into the supervisor. When employees receive some support from the supervisor, they also reciprocate by engaging in behaviors that are beneficial to the supervisor. Supervisor support is an important role for employees of the manufacturing industry in Banten Province in enriching the work environment and reducing stress so as to increase job satisfaction, performance, which in turn have low intentions to leave the organization.

When employees have work engagement, they will feel more positive emotions at work and can build lasting psychological resources so that the tendency to quit work is very low. Most of the employees of the manufacturing industry in Banten Province are of productive age, this makes employees better prepared to maximize and develop their potential and career in every responsibility they undertake, so as to improve company performance, trigger emotional well-being, and minimize the desire to leave the organization. Then, because the majority of employees working are 5-10 years old, this makes employees quite accustomed to carrying out organizational activities and it is difficult to change work routines. Thus, it creates work involvement that does not have a major influence on the low turnover intention.

That individuals who have a positive perception of HRM Practices in the organization will be more involved with their work and therefore, have a higher tendency to stay with the organization. In the manufacturing industry in Banten Province, employees are considered to have carried out a series of high HRM Practices activities aimed at retaining employees, as well as ensuring that human resources are used to achieve effective management performance characterized by having behaviors that are supported by positive energy and strong emotional attachment. high on the job.

Thus, high Work Family Conflict will feel that employees are not supported by a balance between work and family policy, thereby reducing their involvement and leading to an intention to leave the organization. Based on the results of the study, most of the respondents in this study were married employees, this further supports this hypothesis that the working conditions felt by employees in the organization can affect Work Engagement so that it has an impact on Turnover Intention. Conflicts between roles are caused by families that prevent employees from carrying out their work-related responsibilities, if this happens it will reduce employee participation in completing tasks, in the end there is a high possibility of employees to change jobs within a certain period of time.

Supportive supervisors can encourage employee learning, growth, and development so as to increase Work Engagement, which in turn leads to a reduced tendency to quit. When supervisors motivate, employees feel that their work is more rewarding and show higher levels of engagement. Further support from such supervisors can increase the sense of belonging among employees, leading to a decrease in turnover intention. As happened to employees of


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the manufacturing industry in Banten Province, when employees are fully engaged with positive energy, they will be busy in their work, thus leaving no time and space for negative thinking to leave the organization.

## CONCLUSION AND RECOMENDATION

The results of the study were carried out on five (5) variables studied. From the results of the study, it was found that HRM Practices, Work Family Conflict, Supervisor Support have an influence on Work Engagement and Turnover Intention. In addition, Work Engagement also has an influence on Turnover Intention. Furthermore, the results showed that Work Engagement was able to mediate the effect of HRM Practices, Work Family Conflict, and Supervisor Support on Turnover Intention. Based on the results of this study, the biggest determinant that can affect employee work engagement in the manufacturing industry is HRM Practices.

The human resource manager in the manufacturing industry in Banten Province, needs to increase Work Engagement so that employees are not focused on one job and responsibility that is usually done every day. This will have an impact on the lack of employee work involvement so that it has the least effect on the level of Turnover Intention. Company can make job designs by implementing job enlargement which is marked by giving tasks that are bigger but equal to the original job, besides that, it can also apply job rotation by exchanging tasks between employees so as to avoid monotonous work.

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