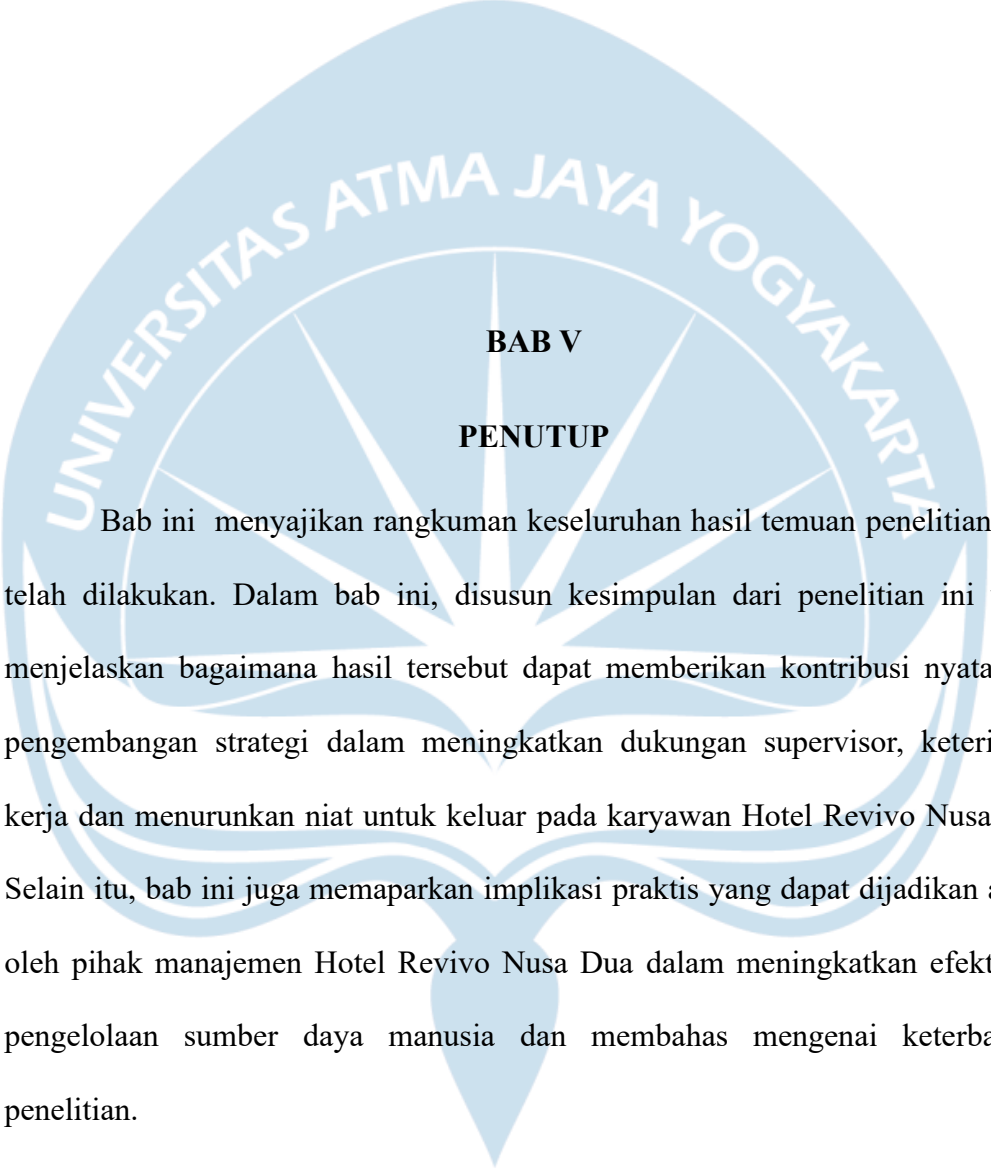




BAB V

PENUTUP

Bab ini menyajikan rangkuman keseluruhan hasil temuan penelitian yang telah dilakukan. Dalam bab ini, disusun kesimpulan dari penelitian ini untuk menjelaskan bagaimana hasil tersebut dapat memberikan kontribusi nyata bagi pengembangan strategi dalam meningkatkan dukungan supervisor, keterikatan kerja dan menurunkan niat untuk keluar pada karyawan Hotel Revivo Nusa Dua. Selain itu, bab ini juga memaparkan implikasi praktis yang dapat dijadikan acuan oleh pihak manajemen Hotel Revivo Nusa Dua dalam meningkatkan efektivitas pengelolaan sumber daya manusia dan membahas mengenai keterbatasan penelitian.

5.1 Kesimpulan

Penelitian ini bertujuan untuk menganalisis peran keterikatan kerja sebagai mediasi antara pengaruh dukungan supervisor terhadap niat untuk keluar pada karyawan Hotel Revivo Nusa Dua. Melalui analisis data yang dilakukan

menggunakan metode *Structural Equation Modeling-Partial Least Squares* (SEM-PLS) serta pengujian hipotesis, diperoleh sejumlah kesimpulan sebagai berikut :

1. Dukungan supervisor memiliki pengaruh yang signifikan dan negatif terhadap keterikatan kerja. Temuan ini sejalan dengan penelitian dari Chen *et al.* (2024) yang menunjukkan bahwa untuk menurunkan niat untuk keluar pada karyawan, maka harus meningkatkan dukungan supervisor. Maka dari itu, meningkatkan dukungan supervisor dengan mendorong lingkungan kerja yang suportif dan kolaboratif merupakan strategi yang penting untuk mengurangi niat untuk keluar pada karyawan.
2. Dukungan supervisor memiliki pengaruh yang signifikan dan positif terhadap keterikatan kerja. Temuan ini sejalan dengan penelitian dari Jonsdottir & Kristinsson (2020) yang menunjukkan bahwa dengan adanya dukungan supervisor yang terampil dalam memperhatikan dan mendengarkan karyawannya dapat meningkatkan keterikatan kerja yang menumbuhkan rasa antusiasme dalam mencapai pencapaian perusahaan.
3. Keterikatan kerja memiliki pengaruh yang signifikan dan negatif terhadap niat untuk keluar. Temuan ini sejalan dengan penelitian dari Tao & Au-Gsb E (2025) yang menyatakan bahwa karyawan yang merasa terikat dalam pekerjaannya, maka karyawan akan cenderung memiliki komitmen yang lebih tinggi terhadap organisasi. Keterikatan kerja yang tinggi menciptakan rasa memiliki dan identitas yang kuat, sehingga mengurangi niat untuk keluar.

4. Keterikatan kerja berperan sebagai mediasi parsial dalam memengaruhi dukungan supervisor terhadap niat untuk keluar secara negatif dan signifikan. Temuan ini sejalan dengan Otoo (2024) yang menyatakan bahwa keterikatan kerja sebagai mediasi parsial menunjukkan bahwa peningkatan dukungan supervisor tidak hanya berdampak langsung pada niat untuk keluar, tetapi juga melalui peningkatan keterikatan kerja. Hal ini menekankan bahwa pentingnya intervensi yang berfokus pada peningkatan dukungan supervisor untuk meningkatkan keterikatan kerja dan mengurangi niat untuk keluar.

Temuan ini menegaskan bahwa perusahaan perlu memberikan perhatian lebih terhadap dukungan supervisor agar terciptanya keterikatan kerja yang tinggi dan berdampak positif, sehingga dapat mengurangi niat untuk keluar pada karyawan Hotel Revivo Nusa Dua. Dengan demikian, upaya peningkatan dukungan supervisor dan keterikatan kerja menjadi strategi penting untuk mendorong karyawan dalam menurunkan niat untuk keluar di Hotel Revivo Nusa Dua.

5.2 Implikasi Manajerial

Berdasarkan temuan penelitian ini, terdapat sejumlah implikasi praktis yang dapat dijadikan acuan oleh manajemen Hotel Revivo Nusa Dua untuk memperkuat dukungan supervisor dan keterikatan kerja guna menurunkan niat untuk keluar pada karyawan. Implikasi tersebut diharapkan dapat membantu pihak manajemen dalam merumuskan kebijakan dan program yang lebih efektif dalam pengelolaan sumber daya manusia. Berdasarkan hasil penelitian ini, adapun beberapa implikasi praktis yang dapat dipertimbangkan oleh manajemen Hotel Revivo Nusa Dua, antara lain:

1. Meningkatkan Kualitas Dukungan Supervisor

Manajemen perlu memastikan bahwa supervisor memiliki keterampilan interpersonal yang baik, termasuk empati, komunikasi efektif, dan kemampuan memberikan umpan balik yang konstruktif. Hal ini sejalan dengan temuan dari Saito *et al.* (2023) yang menjelaskan bahwa umpan balik dan komunikasi yang efektif memiliki efek langsung dan tidak langsung terhadap keterikatan kerja melalui peningkatan kepercayaan terhadap atasan.

2. Membangun Budaya Kerja yang Mendukung Keterikatan

Lingkungan kerja yang positif dan suportif akan meningkatkan rasa keterikatan kerja. Manajemen dapat menciptakan budaya kerja yang inklusif, menghargai kontribusi karyawan, dan memberikan kesempatan untuk berpartisipasi dalam pengambilan keputusan. Hal ini sejalan dengan penelitian yang dilakukan oleh Chaipayruksayanonde & Ponchaitiwat (2025) menemukan bahwa lingkungan kerja yang mendukung, baik secara fisik maupun psikologis, dari rekan kerja, supervisor, dan organisasi secara keseluruhan, berkontribusi pada peningkatan perilaku inovatif dan kinerja karyawan.

3. Memberikan Pengakuan dan Apresiasi

Karyawan yang merasa dihargai cenderung lebih terikat secara emosional dengan pekerjaannya. Manajemen dapat menerapkan sistem penghargaan, baik berupa penghargaan formal maupun informal, untuk karyawan yang menunjukkan kinerja baik atau loyalitas tinggi. Hal ini sejalan

dengan penelitian dari Ewool *et al.* (2021) yang menyatakan bahwa pengakuan karyawan memiliki dampak positif terhadap keterikatan kerja, yang pada akhirnya dapat mengurangi niat untuk keluar.

4. Menyediakan Jalur Pengembangan Karier

Karyawan akan lebih terikat jika melihat adanya peluang untuk berkembang. Manajemen perlu menyediakan program pelatihan, promosi internal, atau *mentoring* yang dapat meningkatkan kompetensi dan prospek karier karyawan. Hal ini sejalan dengan penelitian Hryshchenko *et al.* (2025) yang menyatakan program *mentoring*, baik kelompok maupun individu, efektif dalam meningkatkan kemajuan karier dan kepuasan kerja karyawan. *Mentoring* membantu karyawan dalam pengembangan profesional dan memperkuat hubungan sosial di tempat kerja.

5. Meningkatkan Keterikatan Kerja Dalam Keputusan Operasional

Memberikan ruang bagi karyawan untuk menyampaikan ide atau masukan akan meningkatkan rasa memiliki terhadap perusahaan. Hal ini dapat dilakukan melalui forum rutin, survei karyawan, atau sesi diskusi terbuka. Hal ini sejalan dengan penelitian dari Ogu (2024) yang menyatakan partisipasi karyawan dalam pengambilan keputusan meningkatkan keterikatan kerja dan komitmen terhadap organisasi.

Dengan menerapkan langkah – langkah tersebut, diharapkan Hotel Revivo Nusa Dua dapat menciptakan kondisi kerja yang lebih optimal, yang tidak hanya meningkatkan dukungan supervisor, tetapi juga meningkatkan keterikatan kerja guna menurunkan niat untuk keluar pada karyawan.

5.3 Keterbatasan Penelitian

Dalam pelaksanaan penelitian ini, peneliti menyadari adanya sejumlah keterbatasan yang perlu untuk diungkapkan. Pengungkapan keterbatasan ini bertujuan agar hasil penelitian dapat ditafsirkan secara lebih proporsional, serta menjadi landasan untuk pengembangan penelitian selanjutnya. Adapun keterbatasan yang dimaksud adalah:

1. Keterbatasan Lingkup Penelitian

Penelitian hanya dilakukan pada karyawan Hotel Revivo Nusa Dua, sehingga hasilnya belum tentu dapat dioperasionalkan pada perusahaan di sektor lain. Dengan kata lain, generalisasi temuan ke perusahaan lain, terutama yang berada di sektor industri lain yang tidak serupa perlu dilakukan dengan teliti dan memperhatikan aspek yang lainnya.

2. Keterbatasan Metode Penelitian

Penelitian ini menggunakan pendekatan kuantitatif dengan pengumpulan data melalui *Google Forms*, di mana kemampuan ini membatasi penelitian dalam mendapatkan data tanpa mengetahui alasan responden memilih suatu jawaban dari kuesioner yang diberikan. Selain itu, penyebaran kuesioner secara daring menjadi keterbatasan dalam penelitian ini karena peneliti tidak dapat berinteraksi langsung dengan responden untuk mengetahui situasi yang sedang dihadapi.

3. Desain Penelitian

Penelitian ini menggunakan desain *cross-sectional*, di mana pengumpulan data dilakukan hanya pada satu titik waktu. Konsekuensinya,

pendekatan ini tidak memungkinkan peneliti untuk mengamati perubahan antar variabel secara dinamis dari waktu ke waktu. Dengan kata lain, penelitian ini hanya memberikan gambaran sesaat mengenai kondisi yang diteliti, tanpa mampu menangkap perkembangan atau pergeseran perilaku dan sikap karyawan dalam jangka waktu panjang.

Dengan menyadari keterbatasan dari penelitian ini, diharapkan hasil penelitian ini dapat digunakan secara bijak, serta menjadi landasan dasar yang kuat bagi penelitian – penelitian berikutnya yang lebih spesifik dan mendalam.

5.4 Saran Penelitian Selanjutnya

Sebagai tindak lanjut dari keterbatasan penelitian ini, terdapat beberapa saran yang dapat menjadi landasan bagi penelitian selanjutnya agar menghasilkan temuan yang lebih komprehensif dan mendalam. Berdasarkan keterbatasan tersebut, saran penelitian selanjutnya adalah sebagai berikut:

1. **Memperluas Objek Penelitian**

Penelitian selanjutnya dapat dilakukan di berbagai hotel – hotel berbintang yang ada di Bali maupun Indonesia, untuk memperoleh gambaran yang lebih luas mengenai peran keterikatan kerja sebagai mediasi antara pengaruh dukungan supervisor terhadap niat untuk keluar. Dengan adanya perluasan objek penelitian, hasil penelitian akan menjadi lebih general untuk berbagai konteks organisasi yang memiliki karakteristik berbeda.

2. **Menggunakan Metode Longitudinal**

Untuk memperoleh pemahaman yang lebih kuat mengenai hubungan kasual antar variabel, disarankan untuk menggunakan desain penelitian longitudinal. Melalui pengamatan yang dilakukan dalam rentang waktu tertentu, peneliti dapat mengamati perubahan dinamis dari variabel – variabel yang diteliti serta memastikan arah pengaruh antar variabel, sehingga kesimpulan yang dihasilkan memiliki tingkat validitas yang lebih tinggi.

3. Penggunaan *Mixed Methods*

Penelitian ini menggunakan pendekatan metode kuantitatif yang di mana pendekatan kuantitatif hanya memperoleh data melalui penyebaran kuesioner. Meskipun pendekatan ini efektif dalam menjangkau data dalam jumlah besar dan memungkinkan analisis statistik, namun terdapat keterbatasan dalam menggali makna yang mendalam dari pengalaman, persepsi, dan konteks subjektif responden. Maka dari itu, disarankan agar penelitian selanjutnya menggunakan *mixed methods*, yang menggabungkan pendekatan kualitatif dan kuantitatif.

Dengan mengarahkan penelitian ke ranah yang telah direkomendasikan, diharapkan penelitian selanjutnya mampu memberikan kontribusi yang lebih signifikan, baik dalam pengembangan teori maupun dalam penerapan praktik manajemen sumber daya manusia. Secara khusus, hal ini dapat mendukung upaya peningkatan dukungan supervisor dan keterikatan kerja di berbagai tipe organisasi secara lebih efektif dan berkelanjutan.

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LAMPIRAN

LAMPIRAN 1. SURAT IZIN PENELITIAN



**FAKULTAS BISNIS
DAN EKONOMIKA**
UNIVERSITAS ATMA JAYA YOGYAKARTA

Nomor: 623/Pen/I
Lamp.: -
Hal: Ijin Penelitian, Penyebaran Kuesioner

25 April 2025

Kepada Yth.
Pimpinan Revivo Wellness Resort Nusa Dua
Jl. Desa Sawangan, Benoa, Kec. Kuta selatan, Kabupaten badung, Bali 80361

Dengan hormat,

Sehubungan dengan penulisan Skripsi yang berjudul **"Peran Keterikatan Kerja antara Dukungan Supervisor terhadap Niat untuk Keluar Pada Karyawan Hotel Revivo Nusa Dua"** yang dilakukan oleh mahasiswa kami dengan identitas:

Nama : I Gde Bhagaskara Semara Dana
No Mahasiswa/Prodi: 210326166 /Manajemen
No Handphone : 082146078766

Kami mohon Bapak/Ibu berkenan memberikan Ijin Penelitian kepada mahasiswa tersebut untuk mendapatkan data yang diperlukan.

1. 95 karyawan untuk mengisi kuesioner

Skripsi yang ditulis oleh mahasiswa ini merupakan karya ilmiah yang memiliki tujuan dan sifat keilmuan. Oleh karenanya tidak akan dipergunakan untuk hal-hal yang merugikan.

Atas perhatian dan bantuannya, kami mengucapkan terima kasih.

Dekan,

Wenefrida Mahestu N. Krisjanti, SE., M.Sc., Ph.D.

Alamat

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LAMPIRAN 2. KUESIONER DATA PENELITIAN

PERAN KETERIKATAN KERJA SEBAGAI MEDIASI ANTARA PENGARUH DUKUNGAN SUPERVISOR TERHADAP NIAT UNTUK KELUAR PADA KARYAWAN HOTEL REVIVO NUSA DUA

Yth. Bapak/Ibu/Sdr/i Responden

Perkenalkan Saya I Gde Bhagaskara Semara Dana dari Program Studi Manajemen Angkatan 2021 dari Universitas Atma Jaya Yogyakarta. Saat ini, saya sedang melakukan penelitian untuk tugas akhir skripsi, penelitian saya berjudul "**Peran Keterikatan Kerja antara Dukungan Supervisor terhadap Niat untuk Keluar pada Karyawan Hotel Revivo Nusa Dua**".

Sehubungan dengan penelitian ini, saya memohon kesediaan Bapak/Ibu/Sdr/i untuk meluangkan waktunya dalam mengisi kuesioner. Kuesioner ini disusun untuk keperluan penelitian dan semua jawaban

Bapak/Ibu/Sdr/i akan dijaga kerahasiannya.
saya sangat menghargai waktu dan partisipasi Bapak/Ibu/Sdr/i sebagai partisipasi penelitian ini. Jika ada hal yang ingin ditanyakan/disampaikan bisa menghubungi saya melalui email igdebhagaskara0@gmail.com atau melalui nomor whatsapp 082146078766.

Untuk deskripsi keterangannya pengisian kuesioner sebagai berikut :

- 1 = Sangat Tidak Setuju
- 2 = Tidak Setuju
- 3 = Netral
- 4 = Setuju
- 5 = Sangat Setuju

Jenis Kelamin

- ☐ Laki - Laki
- ☐ Perempuan

Usia *

- ☐ 18 - 23 tahun
- ☐ 24 - 29 tahun
- ☐ 30 - 35 tahun

Masa Kerja *

- ☐ 3 - 6 bulan
- ☐ 1 - 2 tahun
- ☐ 2 - 3 tahun

Jabatan Pekerjaan *

- ☐ Karyawan

LAMPIRAN 3. PERNYATAAN TERKAIT DUKUNGAN SUPERVISOR

Dukungan Supervisor	
Dukungan supervisor merupakan perilaku suportif yang ditunjukkan oleh atasan terhadap keadaan karyawan bawahannya, yang dapat membentuk persepsi bawahannya mengenai dukungan organisasi, dan terdiri dari dukungan emosional, dukungan instrumental dalam meningkatkan keterikatan kerja (Hammer et al., 2007).	
Supervisor saya peduli dengan pendapat saya. * 1 2 3 4 5 sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Supervisor saya benar-benar peduli dengan kesejahteraan saya. * 1 2 3 4 5 sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Supervisor saya sangat mempertimbangkan tujuan dan nilai saya. * 1 2 3 4 5 sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Supervisor saya menunjukkan sedikit perhatian terhadap saya. * 1 2 3 4 5 sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Supervisor saya meluangkan waktu untuk memahami kebutuhan pribadi saya terkait pekerjaan. * 1 2 3 4 5 sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	

LAMPIRAN 4. PERNYATAAN TERKAIT KETERIKATAN KERJA

Keterikatan Kerja	
keterikatan kerja (work engagement) adalah suatu kondisi psikologis positif yang ditandai dengan semangat (vigor), dedikasi, dan penyerapan (absorption) dalam pekerjaan. Keterikatan kerja menggambarkan bagaimana karyawan merasa terlibat, antusias, dan terikat dengan pekerjaan mereka.	
Di tempat kerja, saya merasa penuh dengan energi. * 1 2 3 4 5 Sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Di pekerjaan saya, saya merasa kuat dan berenergi. * 1 2 3 4 5 Sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Saya merasa ingin bekerja ketika saya bangun di pagi hari. * 1 2 3 4 5 Sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Saya sangat bersemangat terhadap apa yang saya kerjakan. * 1 2 3 4 5 Sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Saya merasa terinspirasi oleh pekerjaan saya. * 1 2 3 4 5 Sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Saya merasa puas dengan pekerjaan yang telah saya capai. * 1 2 3 4 5 Sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Ketika saya bekerja keras, saya merasa bahagia. * 1 2 3 4 5 Sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Saya sangat fokus pada tugas saya. * 1 2 3 4 5 Sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	
Saat bekerja, saya cenderung menjadi tidak rasional. * 1 2 3 4 5 Sangat tidak setuju ☐ ☐ ☐ ☐ ☐ sangat setuju	

LAMPIRAN 5. PERNYATAAN TERKAIT NIAT UNTUK KELUAR

Niat untuk Keluar	
Niat untuk keluar karyawan didefinisikan sebagai tindakan kognitif yang terjadi pada perilaku individu terhadap pekerjaannya dan keputusan akhir untuk tetap tinggal atau meninggalkan organisasi. Niat untuk meninggalkan pekerjaan merupakan bentuk orientasi sikap atau manifestasi dari keputusan perilaku untuk berhenti bekerja.	
Saya akan segera keluar dari hotel ini. *	
Sangat tidak setuju	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐ Sangat setuju
Dalam 6 bulan kedepan, saya berniat meninggalkan hotel ini. *	
Sangat tidak setuju	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐ Sangat setuju
Saya akan meninggalkan tempat kerja ini secepat mungkin. *	
Sangat tidak setuju	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐ Sangat setuju
Saya tidak memiliki rencana segera untuk meninggalkan hotel ini. *	
Sangat tidak setuju	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐ Sangat setuju
Ada kemungkinan saya akan segera meninggalkan hotel ini. *	
Sangat tidak setuju	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐ Sangat setuju

LAMPIRAN 6. DATA DAN JAWABAN RESPONDEN

1	Jenis Kelai Usia	Masa Kerj. Jabatan Pr	SS 1	SS 2	SS 3	SS 4	SS 5	WE 1	WE 2	WE 3	WE 4	WE 5	WE 6	WE 7	WE 8	WE 9	TI 1	TI 2	TI 3	TI 4	TI 5
2	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		5	4	4	5	3	5	5	5	5	5	5	5	5	5	1	1	1	1	3
3	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		4	4	4	4	3	4	4	4	4	4	4	4	3	4	5	2	2	2	1
4	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		3	3	4	4	3	4	4	4	3	3	3	3	3	4	4	3	3	2	3
5	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		5	4	5	4	5	5	3	5	4	4	4	4	4	4	1	2	2	1	1
6	Perempuan 18 - 23 tah 1 - 2 tahun Karyawan		4	4	4	3	4	5	5	5	5	5	3	5	5	5	1	2	1	3	1
7	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan		3	4	3	4	3	3	4	4	3	3	3	3	3	3	3	3	2	2	3
8	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		3	3	4	5	2	3	3	3	4	3	4	5	4	4	2	2	2	1	2
9	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		5	4	3	4	5	5	4	5	5	4	4	5	4	5	1	2	2	3	2
10	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan		4	5	5	4	4	4	5	5	5	4	4	4	5	5	2	1	1	2	1
11	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		4	4	5	3	5	4	4	4	4	5	5	5	5	4	2	1	1	1	1
12	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		4	2	3	4	3	4	4	4	3	3	3	3	4	4	4	3	2	2	3
13	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan		4	3	3	4	4	3	2	2	1	2	2	1	1	1	5	5	5	5	4
14	Perempuan 18 - 23 tah 3 - 6 bulan Karyawan		3	3	4	2	4	4	3	3	3	3	4	3	4	3	1	2	2	1	2
15	Laki - Laki 24 - 29 tah 2 - 3 tahun Karyawan		5	5	5	5	5	5	5	5	5	5	5	5	5	5	1	1	2	2	1
16	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		4	4	4	3	3	4	4	4	3	3	3	3	4	4	2	2	2	3	2
17	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		4	3	5	4	4	5	5	4	4	4	4	4	4	4	2	2	3	3	1
18	Perempuan 18 - 23 tah 3 - 6 bulan Karyawan		5	5	4	4	5	4	4	4	3	4	4	4	4	4	2	1	2	2	2
19	Perempuan 18 - 23 tah 2 - 3 tahun Karyawan		3	2	2	3	3	5	5	4	5	5	4	5	5	5	2	1	2	2	2
20	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
21	Perempuan 18 - 23 tah 3 - 6 bulan Karyawan		3	2	4	4	2	4	4	4	4	4	4	4	3	4	5	2	2	3	1
22	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		4	5	5	3	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3
23	Laki - Laki 18 - 23 tah 2 - 3 tahun Karyawan		4	4	4	4	4	4	5	5	5	3	4	5	4	4	2	3	2	3	1
24	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		4	4	5	5	5	4	4	5	4	4	4	4	4	4	3	2	1	3	2
25	Laki - Laki 24 - 29 tah 2 - 3 tahun Karyawan		5	5	2	5	3	5	5	5	4	4	4	5	4	4	1	2	2	3	2
26	Perempuan 18 - 23 tah 3 - 6 bulan Karyawan		5	5	5	5	3	5	5	5	5	5	4	5	4	4	2	1	2	2	1
27	Perempuan 18 - 23 tah 3 - 6 bulan Karyawan		5	5	5	5	4	5	5	4	4	4	3	3	3	3	1	2	1	1	1
28	Laki - Laki 24 - 29 tah 2 - 3 tahun Karyawan		1	1	4	3	2	4	4	4	3	3	3	3	3	3	2	3	1	5	2
29	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		1	2	2	1	2	2	3	2	1	2	3	1	2	2	3	5	4	4	5
30	Laki - Laki 24 - 29 tah 3 - 6 bulan Karyawan		5	5	5	5	5	5	5	5	5	5	5	5	5	5	2	1	2	2	3
31	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		5	5	5	5	3	5	5	5	4	4	4	4	4	5	2	2	3	1	2
32	Laki - Laki 24 - 29 tah 2 - 3 tahun Karyawan		4	4	5	5	5	5	5	4	5	4	5	5	5	5	2	3	2	1	2
33	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan		3	2	5	5	2	4	5	4	2	4	4	2	4	2	2	2	2	2	2
34	Laki - Laki 18 - 23 tah 2 - 3 tahun Karyawan		3	3	5	4	4	5	4	5	4	5	2	5	5	4	1	2	2	1	1
35	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		4	4	3	4	3	5	4	4	5	5	4	5	5	5	1	1	2	2	3
36	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		2	3	3	4	3	5	5	4	5	5	5	5	4	5	2	2	2	3	3
37	Laki - Laki 24 - 29 tah 3 - 6 bulan Karyawan		5	4	5	5	4	5	5	5	4	5	5	4	5	5	2	3	2	3	1
38	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		2	2	1	1	1	1	2	1	2	3	3	3	4	4	4	4	5	4	4
39	Laki - Laki 18 - 23 tah 2 - 3 tahun Karyawan		5	5	4	5	4	3	4	4	4	5	5	4	4	4	1	2	2	2	2
40	Perempuan 18 - 23 tah 1 - 2 tahun Karyawan		1	2	1	2	3	4	4	4	4	4	4	4	3	4	4	4	3	3	5
41	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		4	4	4	5	5	5	5	4	4	5	5	5	5	4	5	2	1	1	1
42	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		4	5	4	5	4	5	4	4	5	4	5	5	5	4	5	2	2	3	2
43	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		3	3	4	4	1	4	4	4	4	4	3	3	4	4	2	2	3	2	1
44	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		4	4	4	4	4	4	4	4	5	4	5	4	4	4	2	2	2	2	1
45	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		3	2	1	2	1	2	2	1	1	1	2	1	1	2	4	4	4	4	4
46	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan		4	4	5	4	4	5	4	5	3	4	4	4	3	4	2	1	2	2	3
47	Perempuan 18 - 23 tah 3 - 6 bulan Karyawan		3	3	3	2	2	2	1	2	1	1	2	2	1	1	5	4	4	3	4
48	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan		5	5	5	5	4	5	4	5	5	4	5	5	5	4	2	2	2	3	2
49	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan		3	2	2	2	2	3	1	1	3	2	3	2	3	3	5	3	4	5	4
50	Laki - Laki 24 - 29 tah 2 - 3 tahun Karyawan		5	4	5	3	4	5	5	4	5	5	4	5	4	5	2	2	1	1	1

51	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	2	1	2	2	1	4	4	4	5	3	4	4	4	4	3	4	3	4	3
52	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan	5	5	5	5	5	5	5	4	5	5	5	4	5	5	2	2	2	2	1
53	Perempua 18 - 23 tah 3 - 6 bulan Karyawan	5	5	4	5	5	3	4	4	4	5	4	4	4	4	2	1	2	2	3
54	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan	3	3	4	4	5	4	4	4	4	4	4	4	4	4	2	1	1	2	1
55	Laki - Laki 30 - 35 tah 1 - 2 tahun Karyawan	3	2	2	2	2	2	2	3	3	3	2	2	2	2	4	4	4	4	4
56	Laki - Laki 30 - 35 tah 2 - 3 tahun Karyawan	4	4	5	4	4	3	4	4	4	4	4	4	4	4	3	2	4	3	2
57	Perempua 30 - 35 tah 2 - 3 tahun Karyawan	2	3	3	3	4	4	4	4	4	5	4	5	3	4	2	2	1	2	2
58	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan	4	4	5	5	5	5	4	5	5	5	5	5	5	4	1	1	2	2	1
59	Laki - Laki 30 - 35 tah 2 - 3 tahun Karyawan	4	4	4	4	4	4	5	4	4	5	4	5	4	4	1	3	1	2	2
60	Laki - Laki 30 - 35 tah 2 - 3 tahun Karyawan	1	1	1	2	2	2	2	3	2	2	1	1	1	2	4	4	5	5	4
61	Perempua 24 - 29 tah 2 - 3 tahun Karyawan	4	4	4	5	4	5	5	4	4	5	5	4	4	4	2	2	2	2	1
62	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	4	4	4	4	3	3	4	4	4	4	4	4	3	3	2	2	1	2	3
63	Perempua 18 - 23 tah 1 - 2 tahun Karyawan	5	5	5	5	5	5	5	5	5	5	5	5	5	5	2	1	1	2	2
64	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan	4	4	4	4	5	5	4	4	4	4	4	4	4	4	1	2	3	2	2
65	Laki - Laki 30 - 35 tah 2 - 3 tahun Karyawan	5	5	5	5	5	4	5	5	5	5	5	5	5	5	3	1	2	2	3
66	Laki - Laki 24 - 29 tah 3 - 6 bulan Karyawan	5	4	4	4	4	4	4	5	5	4	4	4	3	4	2	1	2	2	2
67	Perempua 24 - 29 tah 1 - 2 tahun Karyawan	4	4	4	4	4	5	4	4	5	5	4	4	3	4	2	2	1	2	2
68	Perempua 24 - 29 tah 3 - 6 bulan Karyawan	4	5	4	5	5	4	4	5	5	5	4	4	5	4	1	2	2	2	2
69	Laki - Laki 24 - 29 tah 3 - 6 bulan Karyawan	4	5	4	4	5	5	5	5	4	5	5	5	5	5	2	1	2	2	3
70	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan	5	5	5	5	5	5	4	5	4	5	3	5	3	5	2	2	3	1	3
71	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	5	4	4	5	5	4	5	5	5	5	4	5	3	2	1	2	1	2	3
72	Perempua 18 - 23 tah 1 - 2 tahun Karyawan	4	4	5	4	5	5	4	4	4	5	5	5	5	5	2	1	2	3	2
73	Laki - Laki 18 - 23 tah 2 - 3 tahun Karyawan	1	2	2	1	2	2	2	3	3	3	2	4	3	2	4	4	5	5	4
74	Perempua 18 - 23 tah 2 - 3 tahun Karyawan	4	5	5	5	4	4	4	4	3	3	4	4	4	4	2	3	4	2	1
75	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan	5	5	5	5	5	4	4	5	4	5	5	5	5	5	1	2	3	2	1
76	Perempua 18 - 23 tah 3 - 6 bulan Karyawan	3	4	2	2	3	3	3	5	4	4	5	5	3	3	3	2	3	3	3
77	Perempua 24 - 29 tah 1 - 2 tahun Karyawan	2	1	2	1	1	2	1	1	2	1	1	1	1	2	4	5	5	5	5
78	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	2	3	2	2
79	Perempua 24 - 29 tah 2 - 3 tahun Karyawan	4	5	5	5	5	5	4	4	5	5	5	4	4	4	3	2	3	2	2
80	Perempua 18 - 23 tah 1 - 2 tahun Karyawan	5	5	5	5	5	4	5	5	5	5	5	5	5	5	2	1	2	1	1
81	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan	3	3	3	3	5	4	4	4	5	4	5	5	5	5	1	1	2	3	1
82	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan	4	5	4	4	4	5	5	4	5	5	5	5	5	5	1	1	2	2	1
83	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan	5	5	5	5	5	4	4	5	4	4	4	4	3	4	2	3	2	2	2
84	Perempua 18 - 23 tah 1 - 2 tahun Karyawan	5	5	5	4	5	5	4	3	4	4	5	5	5	5	3	2	3	3	3
85	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan	2	1	2	2	2	2	1	1	1	2	2	1	2	2	4	5	5	5	4
86	Perempua 24 - 29 tah 1 - 2 tahun Karyawan	4	4	4	4	4	5	4	4	4	3	4	4	3	4	2	2	2	2	2
87	Perempua 24 - 29 tah 1 - 2 tahun Karyawan	5	5	5	5	5	4	4	5	4	5	5	5	5	5	2	2	1	2	2
88	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	5	5	5	5	2	5	5	5	5	5	5	5	5	5	1	1	2	1	1
89	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan	5	5	5	5	5	5	5	4	3	4	5	5	5	5	3	3	2	2	4
90	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan	4	4	4	4	4	5	4	3	4	4	4	4	4	4	1	1	2	2	2
91	Laki - Laki 18 - 23 tah 3 - 6 bulan Karyawan	5	5	5	5	5	4	4	4	4	5	5	5	5	4	2	2	3	1	2
92	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	3	3	2	2	3	1	1	2	1	1	1	2	3	2	5	5	5	5	5
93	Perempua 24 - 29 tah 3 - 6 bulan Karyawan	4	5	5	5	5	2	2	3	4	4	4	3	3	3	2	1	2	2	3
94	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan	3	2	2	2	3	1	2	2	3	3	2	2	3	2	4	4	5	5	5
95	Perempua 18 - 23 tah 3 - 6 bulan Karyawan	4	5	4	5	4	3	5	4	4	5	5	4	4	5	4	4	3	3	3
96	Perempua 24 - 29 tah 1 - 2 tahun Karyawan	5	4	5	5	5	5	4	4	4	3	5	5	4	4	5	2	2	1	2
97	Perempua 24 - 29 tah 3 - 6 bulan Karyawan	5	4	4	5	5	5	4	5	5	4	5	4	4	5	1	3	2	1	2
98	Laki - Laki 30 - 35 tah 2 - 3 tahun Karyawan	3	3	4	4	4	5	4	4	4	4	4	3	3	3	2	2	3	2	1
99	Perempua 18 - 23 tah 3 - 6 bulan Karyawan	5	5	5	5	5	5	5	5	5	5	5	5	5	5	2	2	3	2	2
100	Perempua 18 - 23 tah 1 - 2 tahun Karyawan	5	4	5	4	5	4	4	5	4	5	5	5	4	4	2	2	1	1	1

I01	Perempua 24 - 29 tah 1 - 2 tahun Karyawan	5	5	4	4	5	5	5	5	5	5	5	5	3	2	2	3	3	2	1
I02	Perempua 24 - 29 tah 1 - 2 tahun Karyawan	2	2	2	2	1	5	4	4	5	4	4	4	5	4	3	3	4	4	3
I03	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan	4	4	4	4	4	4	4	5	4	4	4	4	4	4	2	2	2	2	3
I04	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	5	5	5	5	5	5	4	5	5	5	5	5	5	5	2	3	2	2	3
I05	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	4	3	3	4	3	5	5	4	5	5	5	5	5	5	3	3	3	3	3
I06	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	4	4	4	4	4	5	4	4	4	4	4	4	4	4	3	2	2	1	2
I07	Laki - Laki 24 - 29 tah 1 - 2 tahun Karyawan	4	4	3	2	2	4	4	4	5	4	4	4	3	4	4	5	4	3	4
I08	Perempua 24 - 29 tah 2 - 3 tahun Karyawan	4	4	4	4	5	4	4	5	4	4	4	5	4	5	3	4	5	4	3
I09	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	2	2	3	3	2	5	5	5	5	5	5	5	5	5	4	5	4	5	3
I10	Laki - Laki 24 - 29 tah 3 - 6 bulan Karyawan	4	5	5	5	5	5	5	5	4	5	5	5	5	5	1	1	2	2	2
I11	Laki - Laki 18 - 23 tah 1 - 2 tahun Karyawan	4	4	5	4	4	4	4	4	4	4	4	4	3	4	2	2	1	2	1

LAMPIRAN 7. HASIL *OUTER LOADING*

Outer loadings			
Matrix			
	Dukungan Supervisor	Keterikatan Kerja	Niat Untuk Keluar
SS 1	0,896		
SS 2	0,909		
SS 3	0,883		
SS 4	0,892		
SS 5	0,836		
TI 1			0,892
TI 2			0,881
TI 3			0,854
TI 4			0,857
TI 5			0,829
WE 1		0,839	
WE 2		0,887	
WE 3		0,849	
WE 4		0,876	
WE 5		0,893	
WE 6		0,860	
WE 7		0,900	
WE 8		0,841	
WE 9		0,843	

LAMPIRAN 8. HASIL UJI VALIDITAS DISKRIMINAN

<u>Fornell-Larcker criterion</u>			
	Dukungan Supervisor	Keterikatan Kerja	Niat Untuk Keluar
Dukungan Supervisor	0,884		
Keterikatan Kerja	0,689	0,866	
Niat Untuk Keluar	-0,713	-0,740	0,863

LAMPIRAN 9. HASIL UJI RELIABILITAS

<u>Construct reliability and validity</u>				
<u>Overview</u>				
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Dukungan Supervisor	0,930	0,934	0,947	0,781
Keterikatan Kerja	0,958	0,960	0,964	0,749
Niat Untuk Keluar	0,914	0,915	0,936	0,744

LAMPIRAN 10. HASIL KOEFISIEN DETERMINASI

<u>R-square</u>		
<u>Overview</u>		
	R-square	R-square adjusted
Keterikatan Kerja	0,475	0,470
Niat Untuk Keluar	0,626	0,619

LAMPIRAN 11. HASIL UJI

<u>PLSpredict LV summary</u>			
<u>PLS-SEM</u>			
	Q ² predict	RMSE	MAE
TI	0,501	0,722	0,562
WE	0,457	0,760	0,534

LAMPIRAN 12. HASIL UJI HIPOTESIS

<u>Path coefficients</u>						
<u>Mean, STDEV, T values, p values</u>						
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	
SS → TI	-0,387	-0,383	0,111	3,472	0,001	
SS → WE	0,689	0,689	0,062	11,085	0,000	
WE → TI	-0,473	-0,475	0,117	4,046	0,000	

LAMPIRAN 13. HASIL PENGARUH MEDIASI

<u>Specific indirect effects</u>					
<u>Mean, STDEV, T values, p values</u>					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
SS → WE → TI	-0,326	-0,330	0,094	3,453	0,001

LAMPIRAN 14. TOTAL EFFECT

Total effects					
Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O-STDEV)	P values
SS → TI	-0.713	-0.713	0.052	13.753	0.000
SS → WE	0.689	0.689	0.062	11.085	0.000
WE → TI	-0.473	-0.475	0.117	4.046	0.000

LAMPIRAN 15. HASIL ANALISIS DESKRIPTIF DAN UJI KORELASI

Correlations

[DataSet0]

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Dukungan supervisor	110	7.00	25.00	19.2455	5.09395
Keterikatan kerja	110	12.00	45.00	35.9909	8.18198
Niat untuk keluar	110	6.00	25.00	11.7818	4.80325
Valid N (listwise)	110				

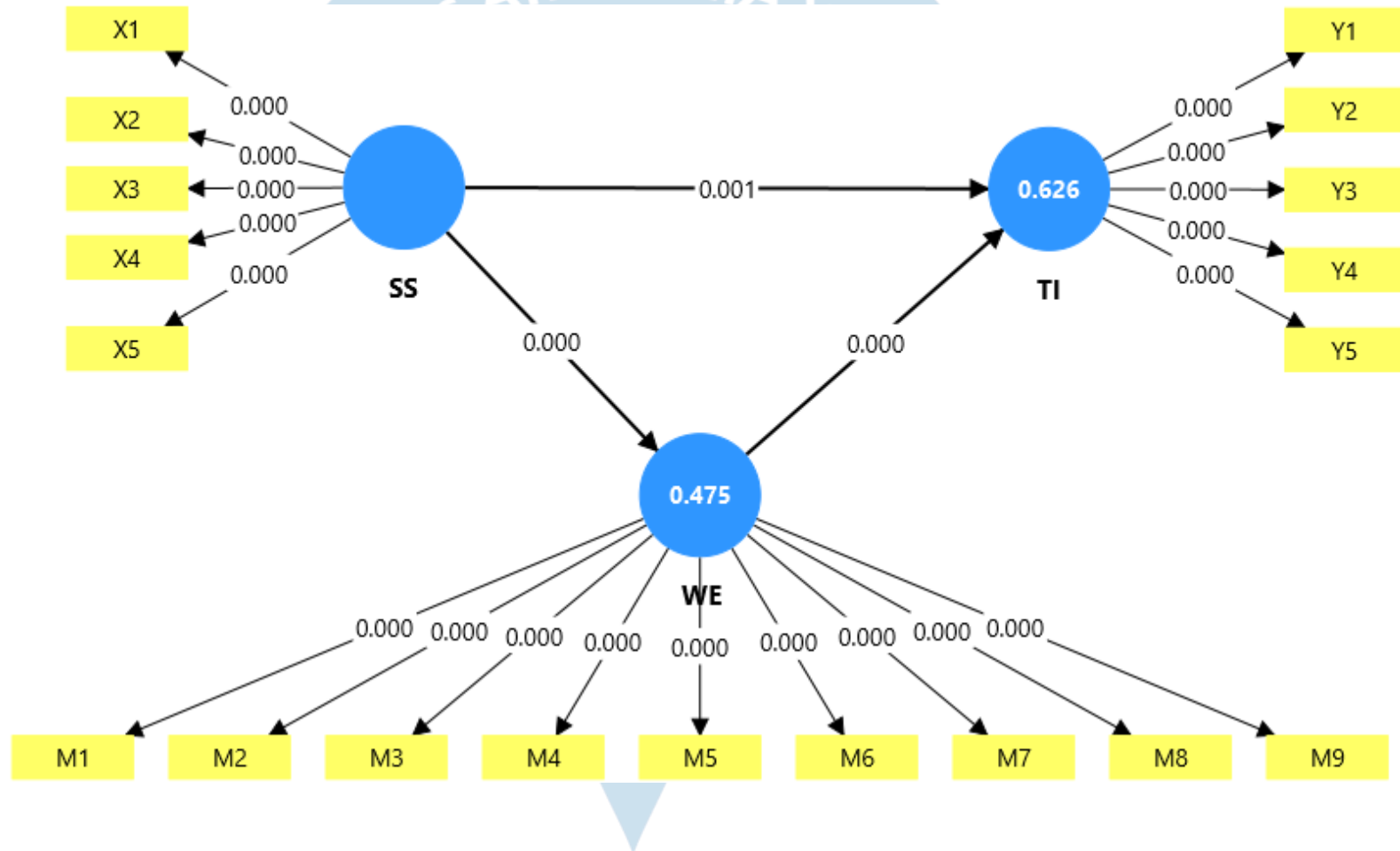
Correlations

		Dukungan supervisor	Keterikatan kerja	Niat untuk keluar
Dukungan supervisor	Pearson Correlation	1	.682**	-.708**
	Sig. (2-tailed)		.000	.000
	N	110	110	110
Keterikatan kerja	Pearson Correlation	.682**	1	-.736**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
Niat untuk keluar	Pearson Correlation	-.708**	-.736**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

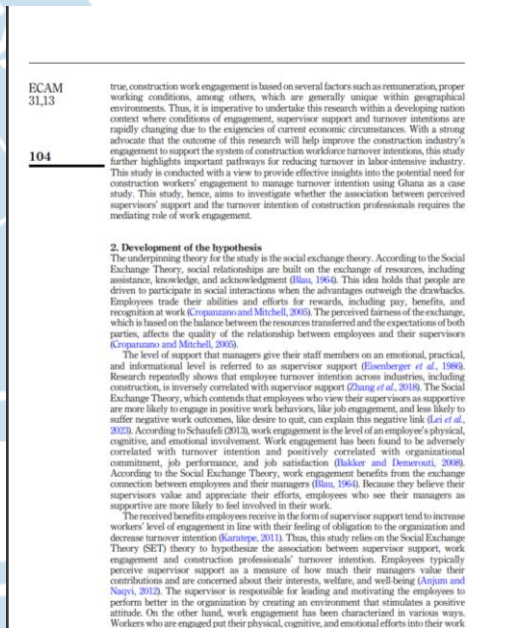
** . Correlation is significant at the 0.01 level (2-tailed).



LAMPIRAN 16. HASIL MODEL PENELITIAN



LAMPIRAN 17. JURNAL ACUAN



and feel pushed to work for a difficult objective by bringing their energy to work (Maslach *et al.*, 2001). The outcomes of CWs' engagement in their work are higher levels of contagious personal initiative and decreased worker turnover intention (Kamtepe *et al.*, 2018). Turnover intention is also one's free will decision to stop employment by the current employer. It has been considered a final move for employees to decide to leave (Toren *et al.*, 2012). It is increasingly vital to organizations due to its influence on stability and productivity (El-Sakka, 2009). Losing skilled staff through turnover leads organizations to encounter substantial costs associated with recruiting, training, and other hidden employment costs (Osman *et al.*, 2016).

Supervisor support and turnover intention

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2.1 Supervisors' support and turnover intention

The turnover intention of employees is reported in the extant human resource literature to be influenced by the nature and level of support from supervisors, which eventually affects employees' perception and attitude towards an organization (e.g. Khan *et al.*, 2020; Purba and Fawzi, 2019). Empirically, several studies by researchers such as Purba and Fawzi (2019), Werku (2019), Kuntardina (2017), and El-Aziz *et al.* (2017), among others, reported that supervisor support diminished CWs' turnover intentions and minimized their propensity to leave. Additionally, a study by Khan *et al.* (2020) revealed that supervisor support explained significant variance in bank employees' quitting intentions. Moreover, Qaisar Danish *et al.* (2019) found that supervisors' support in training services and motivation strongly influences employee turnover intention. Fukui *et al.* (2019) also reported the positive effects of supervisory support on reduced turnover intention through reduced emotional exhaustion. Supervisor support tends to minimize emotional exhaustion and enhance employees' sense of personal accomplishment, hence minimizing any harbored turnover intention (Yuen and Kim, 2013). A high level of support from the supervisor to the employee at the workplace would make them less likely to leave the organization than an employee with less supervisor support (Ilyas *et al.*, 2020). Generally, employees' perception that supervisors provide emotional and instrumental support in the form of helping to resolve both work and non-work-related problems and caring for the general well-being of employees promotes their connection with their organizations (Newman *et al.*, 2011) and eventually minimizes any form of intention to leave. Construction professionals with greater perceived supervisor support experience more positive and less negative job outcomes, including less occupational stress than workers with less perceived supervisor support (Djleah, 2007). Supervisor support enhances the satisfaction and commitment of construction professionals (Qureshi and Akemi, 2018) and minimizes turnover intention. Good supervisory support to the construction team is a critical source of comfortable feeling and motivation to learn through training, which eventually enhances staff skills and capacity. The increasing self-fulfillment of the team will, therefore, minimize any form of intention to leave. Thus, this study hypothesizes that:

H1. Supervisor support negatively influences the turnover intention of CWs.

2.2 Supervisors' support and work engagement

The construction industry often delivers services to clients and project stakeholders through design and construction personnel teams. These teams are headed by supervisors whose efforts and actions significantly influence the output of individuals within the team. The support received from supervisors goes a long way to augment employees' work engagement. In the construction industry, physical exhaustion can possibly be minimized through a higher level of supervisor support. There is often a limited investment of employees' resources when there is the perception of absence or a low level of supervisor

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support. However, supervisor feedback motivates employees to learn new abilities and create the required action plans (Bakhtol *et al.*, 2009). Several studies in the extant literature empirically supported the perceived higher level of work engagement through supervisor support (Choo and Nasardin, 2016; Mohamed and Ali, 2016; Heyns *et al.*, 2021). Researchers have conducted various surveys to assess work engagement and supervisor support, such as the survey of 1,343 full-time hourly retail workers in the USA, Swensberg *et al.* (2011) survey of 438 customer contact employees in upscale Malaysian hotels, Choo and Nasardin (2016) survey of 109 employees at lower and middle managerial levels of Malaysian telecommunication companies, Mohamed and Ali (2016), a study of 386 Indian call-center employees. Thus, all the studies reported a positive influence of supervisor support on employees' work engagement. In a more recent study that surveyed 253 employees of a South African mining organization, Heyns *et al.* (2021) reported that employee perception of improvement in supervisor support enhances work engagement amongst retained employees. These findings highlight that supervisor support fosters greater employee work engagement. The social exchange theory emphasizes that employees whom supervisors highly support often feel indebted and, hence, are morally obliged to reciprocate through increased work engagement (Cropanzano and Mitchell, 2005). Based on the numerous reviewed studies in the extant work engagement literature, this study hypothesizes that:

H2. Supervisor support is positively associated with work engagement.

2.3 Work engagement and turnover intention

Work engagement refers to positive job effects and provides a sense of fulfillment and a positive state of mind (Sonnentag, 2003). As a result, engaged employees are more likely to get unduly attached to their employers, which lowers their intentions to leave (Schaufeli and Bakker, 2004). Previous studies indicate low work engagement tends to stimulate higher employee turnover intention (Koo *et al.*, 2020; Edwards-Dunbridge, 2019; Syed Ghulam *et al.*, 2019). Work engagement is reported to affect CWs' turnover intention directly or indirectly (De Simone *et al.*, 2018). Shack and Reis (2014) showed a strong association between engagement and turnover intentions. Work engagement produces an experience that is positive and filled with fulfillment, with a focus on maintaining good health and making success in one's career (Sonnentag, 2003; Schaufeli and Bakker, 2004). Employees with pleasant experiences and feelings are more likely to believe in their employers, produce quality work, and be unwilling to quit. Employees who experience these favorable work-related emotions display better work outcomes, have a higher regard for their managers, and have fewer intentions to leave their jobs (Saks, 2006). Workers highly engaged with their jobs are physically and emotionally absorbed and rarely have time to have negative thoughts such as quitting intentions (Saks, 2006). Besides, highly engaged workers feel obliged to repay their organizations with long stints of service and are likely to stay with the organization. Based on the reviewed literature on the linkage between work engagement and the turnover intention of employees, this study hypothesizes that:

H3. Work engagement is negatively associated with CWs' turnover intention.

2.4 Mediating role of work engagement

To accomplish their goals and objectives, organizations need employees who are highly engaged in their work. Schaufeli and Bakker (2004) state that work engagement is a positive work-related state of mind. Other literature on work engagement also reveals positive behaviors and attitudes towards work (Bakker *et al.*, 2008). Previous studies have indicated that supervisor support positively influences work engagement (e.g. Swensberg *et al.*, 2011;

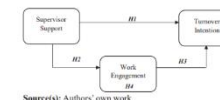
Choo and Nasardin, 2016; Pattnaik and Panda, 2020), which also negatively affects the turnover intention of employees (e.g. Cao *et al.*, 2020; Sheehan *et al.*, 2019). These established relationships provide adequate evidence of the potential mediating role of work engagement in the linkage between supervisor support and employees' turnover intention. According to a study by Yeowick (2020), perceived supervisor support was negatively correlated with turnover intention through job engagement, mediating the link between perceptions of supervisor support and turnover intention. Work engagement is therefore seen as a mechanism that links perceived supervisor support to turnover intention, suggesting that workers get involved out of a sense of duty to perceived supervisor support, which reduces their intention to quit the company. Employees are typically compelled to become more engaged when they feel their employer has invested in and supports them through human resource development techniques, which lowers the intention to churn over staff. Therefore, supervisor support and upholding the existing psychological contract minimizes intentions to leave the company through job engagement, which acts as a middleman. Hence, it may be assumed that:

H4. Work engagement mediates the relationship between supervisor support and CWs' turnover intention.

From the social exchange theory, the demand of the construction industry exposes these CWs and stakeholders to physical and psychological distress. The experienced exhaustion from the job requires an equally adequate level of resources for construction professionals to deliver quality end products of construction for their clients. The offered resources to construction professionals in the form of supervisor support are reported to stimulate positive work attitudes and behavior by increasing work engagement. Thus, the social exchange theory emphasizes that CWs, like many other workers, often feel the need to reciprocate in the form of work engagement and willingness to stay with the company due to the offered support in the form of emotional, instrumental, role modeling and work creativity. Therefore, the available research and the existing theories emphasize the mediating role of work engagement in the association between supervisor support and the turnover intention of employees (Pattnaik and Panda, 2020; Yeowick, 2020). Conclusively, the discussed relationship between supervisor support, work engagement and turnover intention and the associated developed hypotheses based on theory and empirical evidence is shown in Figure 1.

3. Research method

Due to its reliance on the positivist worldview, logical reasoning and standardized questionnaires for data collection and analysis, this research is widely recognized as being quantitative. Hence, two strategies were used in this investigation, which produced the



Source(s): Authors' own work.

Figure 1.
Pathway model of
supervisor support,
work engagement and
turnover intention

Supervisor support and turnover intention

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findings. The first strategy involved reviewing a wide-ranging body of literature on the phenomenon and testing it by creating a prototype/pilot survey with experts on the subject. The study used a quantitative research methodology to expand information from a literature review to create a structured questionnaire as a flow chart presented in Figure 2. The population of the study was all major stakeholders in construction, planning, architectural, management and consulting organisations working in the Ghanaian building sector. This study's population was quantity surveyors, construction managers, project managers, architects, structural engineers, and works supervisors, among other industry stakeholders. The questionnaire was initially evaluated amongst six project teams in Ghana using a pilot survey. This pilot survey was carried out to ascertain the opinions of a few chosen professionals on the variables found in the literature. Based on purposive and snowballing sample procedures, ten professionals were considered; they were required to remove, add up, and verify the validity of all the identified variables and their relationship to the building sector. These experts were chosen based on a set of standards created in response to investigations by Rogers and Lopez (2000) and Alghorban *et al.* (2014), which recommended at least two standards. But there is no agreement on how many requirements there should be. The researcher outlines the selection criteria to ensure reliable results. The quality and depth of the selection criteria at the phase ultimately influenced the study's trustworthiness. The following criteria served as the basis for the selection process: understanding of the Ghanaian market and expertise in supervising construction projects. The minimum requirements were established as having a degree in management or supervision, professional credentials in management, more than five years of relevant job experience, and willingness to engage in the study.

The second approach was modifying the results of the first approach to developing a survey questionnaire. Feedback from the pilot survey was later merged into the final questionnaire. The questionnaire was in four sections, dealing with three main areas complemented by respondents' backgrounds: Supervisor Support, Work Engagement, and Turnover Intention. As stated, the questionnaire was administered to construction workers across Ghana on building projects. The variables adopted on each construct for the survey were based on the following in Table 1. These multi-dimensions of perceived supervisor support were based on the developed measures of Hammer *et al.* (2007) and several previous studies (Clark, 2001; Cole *et al.*, 2000). The observed variables of perceived supervisor support were measured using a five-point Likert scale ranging from "strongly disagree" (1) to

Figure 2.
Flowchart of research
methodology



Source(s): Authors' own work

SN	Measurement items/statements
PS81	Perceive supervisor support
PS82	My supervisor cares about my opinions
PS83	My work supervisor really cares about my well being
PS84	My supervisor strongly considers my goals and values
PS85	My supervisor shows very little concern for me
WE1	Work engagement
WE2	At my work, I feel bursting with energy
WE3	At my job, I feel strong and vigorous
WE4	I feel the going to work when I get up in the morning
WE5	I'm passionate about what I do
WE6	I'm inspired by my job
WE7	I am pleased with the work I have accomplished
WE8	While I'm working hard, I feel happy
WE9	I'm totally focused on my task
TI1	Turnover intention
TI2	I'm soon going to depart this company
TI3	Within the next six months, I intend to leave this company
TI4	I'm going to leave this company as soon as I can
TI5	I have no immediate plans to leave this company
TI6	It's possible that I'll soon depart this company

Source(s): Authors' compilation

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Table 1.
Observed variables for
the survey

"strongly agree" (5). The nine measurement items of work engagement were based on the multi-dimensions of work engagement in previous studies (Karim, 2016; Schaufeli, 2012). The observed variables of work engagement were measured using a five-point Likert scale ranging from "Never" (1) to "Always" (5). The observed variables of turnover intention were measured using a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). The turnover intention was measured using the turnover intention scale developed by Rowell (2004) in an unpublished document and later refined and published by Jacobs and Rowell (2008, 2). The questionnaire was self-administered through face-to-face sessions.

The respondents were chosen using a convenience sampling strategy. The study used this non-probability sampling technique to decide on the sample size because it was difficult to estimate the population size. Fugur and Aygüel-Baş (2010) explain that convenience sampling occurs when the researcher selects the examples that are the most accessible and convenient. The recommendation that a sample size of 30 for any category might be regarded as representative led to the choice of 170 as an appropriate sample size for the study (Oti and Longwecker, 2001; Vehovar *et al.*, 2010). Of the 170 questionnaires distributed, 144 were retrieved, representing a high response rate of 84.7%.

According to the respondents' demographic information, most respondents (33.3%) have 8-13 years of work experience, and the majority (54.2%) have master's degrees. With over 50% of the population having more than 7 years of experience and 0.7% having a diploma, the kind and quality of the information provided cannot be compromised, ensuring the validity of the data acquired.

3.1 Data analysis

The data were analyzed utilizing confirmatory factor analysis and multiple regression with the LISREL 8.50 and IBM SPSS Statistics Version 20, respectively. The main scales of the study were measured through confirmatory factor analysis (CFA) in testing the reliability

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and validity of the measures. The conventional practice of the unidimensional process of measuring individual constructs was first followed to minimize the possibility of a minimum sample size to parameter ratio violation (Jadgon *et al.*, 2006; Ikeabue *et al.*, 2023). The purpose of the CFA process was mainly to identify and eliminate any problematic observed variable in the measurement of all constructs. In addition, to validate the hypothesis, hierarchical regression was used. This was adopted to help validate the mediating effect of work engagement on the connection between construction workers' intention to quit their jobs and supervisor support. Hierarchical regression is assumed because it helps evaluate the contributions of predictors above and beyond previously entered predictors as a statistical control and for examining incremental validity (Lewis, 2007).

3.2 Correlational analysis

The first rotation matrix was used to remove unnecessary variables from the model for testing the hypothesis. The strength of the association between the constructs was then assessed using correlation analysis (Jinyuan *et al.*, 2019). Testing the constructs or variables to be included in the multivariate analysis required the bivariate correlational analysis. Table 2 displays the outcome. From Table 2, construction workers' work engagement level was strongly connected with perceived supervisor support ($r = 0.284, p = 0.01$). Therefore, raising supervisor support in the construction sector is linked to increased work engagement. However, there was a negative correlation between turnover intention and perceived supervisor support ($r = -0.178, p = 0.05$). Consequently, a decrease in workers' intentions to leave their jobs relates to increased perceived supervisor support. Additionally, there was a negative correlation between work engagement and workers' intentions to leave their jobs ($r = -0.230, p = 0.01$). Hence, increasing work engagement is linked to a decrease in workers' intentions to quit their jobs.

3.3 Measurement of constructs

The dimensions assessed in the first-order measurement process were perceived supervisor support, work engagement and turnover intention. The unidimensional measurement process utilized 19 observed variables, but 13 were retained during the CFA process. The second order, which was the full model, measured all the constructs as a single model. Out of the total 13 observed variables retained in the unidimensional process, 11 were eventually retained in the multidimensional CFA process. The factors loadings, the associated t-values, and the validity and reliability test results of the retained observed variables in the full or multidimensional model are presented in Table 3.

The significant and positive factor loadings of the observed variables confirm convergent validity. With the average variance extracted (a measure of discriminant validity) exceeding 0.50, the composite reliability exceeding 0.80, and the alpha reliability exceeding 0.70, the results of the models were all deemed acceptable (Bagozzi and Yi, 2012; Ikeabue *et al.*, 2023). The shared variances between constructs were smaller than the average variances extracted, indicating that the discriminant validity was satisfactory (Fornell and Larcker, 1981).

Construct	1	2	3	Mean	Std. dev
1 Perceived supervisor support	1.000			3.64	0.91
2 Work engagement	0.294**	1.000		4.29	1.29
3 Turnover intention	-0.178*	-0.230**	1.000	2.53	1.11

Table 2.
Correlation and
descriptive statistics

Notes: ** & * implies significant correlation at 0.001(*) & 0.05(5%) levels respectively (two-tailed)

Source(s): Authors' own work

Code	Measurement items	Loadings (t-values)
<i>Perceived supervisor support</i> $CR = 0.844$; $AVE = 0.645$; $CA = 0.811$		
PS81	My supervisor cares about my opinions	0.83 (5.76)
PS82	My work supervisor really cares about my well-being	0.86 (5.84)
PS83	My supervisor strongly considers my goals and values	0.72 (8.79)
<i>Work engagement</i> $CR = 0.912$; $AVE = 0.680$; $CA = 0.911$		
WE2	At my job, I feel strong and vigorous	0.62 (8.64)
WE3	When I get up in the morning, I feel like going to work	0.81 (14.0)
WE4	I am enthusiastic about my job	0.85 (15.4)
WE5	My job inspires me	0.91 (17.7)
WE7	I feel happy when I am working	0.79 (13.5)
<i>Turnover intention</i> $CR = 0.826$; $AVE = 0.487$; $CA = 0.821$		
TI1	I intend to leave this organization soon	0.80 (12.9)
TI2	I plan to leave this organization in the next six months	0.97 (19.4)
TI3	I will quit this organization as soon as possible	0.93 (19.0)

Note(s): Composite reliability (CR), average variance extracted (AVE), Cronbach's alpha (CA).
Source(s): Authors' own work.

Table 4 good-fit indices of the measured models. The chi-square (χ^2) test evaluated the exact model fit. Additional information on the model fit was provided with several appropriate fit heuristics (Fan and Sivo, 2005; Bagozzi and Yi, 2012). The heuristic fit indices presented in Table 4 were all satisfactory and met the required standards or threshold. In addition to the good fit indices of the first-order models, the second-order CFA full model, which involved simultaneous measurement of the three constructs, is also presented. The full model converged in a proper solution, as the associated factor loadings were significant and positive with good-fit indices. The full model's chi-square per degree of freedom ($\chi^2/df = 57.57/11 = 5.23$) was insignificant and below the required threshold of 2. The fit heuristics were all acceptable and above the cut-off as a comparative fit index (CFI), non-normed fit index (NNFI), goodness of fit index (GFI) and the incremental fit index (IFI) values were above the 0.95 cut-offs. The values of the root mean square error of approximation (RMSEA) and the standardized root mean square residual (SRMR) were all above the cut-off of 0.07.

3.4. Testing the hypotheses

The hierarchical regression analytical approach was utilized to test the developed hypotheses of the study as per Richardson et al. (2015). Four models were tested to

Order	Model	χ^2	df	χ^2/df	RMSEA	NNFI	CFI	IFI	GFI	SRMR
1st order	Model 1	1.00	2	0.55	0.000	1.00	1.00	1.00	1.00	0.015
	Model 2	0.95	5	1.90	0.080	0.98	0.99	0.99	0.97	0.048
	Model 3	1.20	2	0.60	0.010	1.00	1.00	1.00	0.99	0.021
2nd order	Full model	37.67	41	1.11	0.054	0.98	0.99	0.99	0.97	0.079

Note(s): Non-normed fit index (NNFI), comparative fit index (CFI), incremental fit index (IFI), standardized root mean square residual (SRMR), goodness of fit index (GFI), root mean square error of approximation (RMSEA).

First order scale measurement model 1 (perceived supervisor support), model 2 (work engagement), model 3 (turnover intention), second-order scale measurement, full model of all constructs.

Source(s): Authors' own work.

Table 3.
Measurement of observed variables and constructs

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evaluate work engagement's mediation or intervening role. In the analysis, the dependent variable was turnover intention, the independent variable was perceived supervisor support, and the intervening variable was work engagement. As per the study conducted by Pukhrajyoti (2019), Model 3 tested the direct effect of the intervening variable on the dependent variable. Model 4 tested the effect of the independent and intervening variables on the dependent variables. Model 1 tested the effect of the independent variable on the intervening variable, whereas Model 2 tested the effect of the independent variable on the dependent. The tested models are presented in Table 5.

From Table 5, the summary of Model 1 reported an R-Square of 0.117, which signifies that Perceived Supervisor Support explains about 12% of the workers' Work Engagement variations. According to statistics, the independent factors were sufficient in explaining the changes in the dependent variable ($F = 1.888$, $p < 0.01$) (Akoussou and Palm, 2013). Model 2 reported an R-Square of 0.083, which signifies that Perceived Supervisor Support explains about 0.33% of the variations in the Turnover Intention of workers. Model 3 reported an R-Square of 0.053, which suggests that Work Engagement explains about 0.33% of the variations in the Turnover Intention of workers. The change in R-Square of 0.002 indicates that Work Engagement explains about 2% of the variation in the Turnover Intention of workers. Statistically, the independent variables adequately explained the changes in the dependent variable ($F = 4.915$, $p < 0.01$). Statistically, the difference in F-statistics was insignificant, indicating that Work Engagement had no statistical influence on Turnover Intention. The summary of model 4 reported an R-Square of 0.008, which signifies that Perceived Supervisor Support and Work Engagement explain about 0.36% of the variations in the Turnover Intention of workers. The change in R-Square of 0.003 indicates that Work Engagement explains about 3% of the variation in the Turnover Intention of workers (Akoussou and Palm, 2013). Using statistics, the independent factors correctly predicted changes in the dependent variable ($F = 2.654$, $p < 0.01$). The Durbin-Watson values were roughly 2.8, indicating that the stated models did not show any evidence of autocorrelation. The variance inflation factors (VIFs) of the models' predictors were below the cutoff of 10, which shows that the estimated models lacked multicollinearity.

The direct effect of perceived supervisor support on the turnover intention of employees in the construction sector was evaluated using Model 4. The result showed that perceived supervisor support is negatively associated with the employee's turnover intention level ($\beta = -0.081$, $p > 0.05$). However, the tested direct effect of perceived supervisor support on employees' turnover intention was statistically not significant. Thus, the hypothesized (H1) negative and significant effect of perceived supervisor support on the turnover intention of

Variables	Work eng. Model 1	Model 2	Turnover intention Model 3	Model 4	VIF
Constant	2.523 (6.030)***	2.027 (2.943)***	3.203 (10.079)***	3.382 (7.387)***	
Hypothesized					
Perceived SS	0.184 (4.349)***	-0.137 (-1.336)		-0.080 (-0.602)	1.132
Work eng.			-0.157 (-2.217)***	-0.141 (-2.210)***	1.133
Diagonals					
R ²	0.117	0.013	0.053	0.008	
Adj. R ²	0.111	0.006	0.027	0.002	
F-value (df)	18.88 (17)***	1.681 (1)	4.915 (17)***	2.654 (12)	
D-Watson	1.562	1.772	1.791	1.772	

Table 5.
Hypotheses testing

Source(s): Authors' own work.

employees is rejected. The indirect effect of perceived supervisor support on work engagement was tested using model 1 of Table 5. The result showed that perceived supervisor support is positively and significantly associated with the level of work engagement of the employees ($\beta = 0.184$, $p < 0.01$). This implies that a unit improvement in the perceived support of supervisors is associated with 0.184 units improvement in the work engagement of employees. Thus, the hypothesized (H2) positive and significant effect of perceived supervisor support on employees' work engagement is accepted. The indirect effect of employees' work engagement on turnover intention was tested using model 4 of Table 5. The result showed that employees' work engagement is positively and significantly associated with turnover intention ($\beta = -0.141$, $p < 0.01$). This implies that a unit improvement in employees' work engagement is associated with a 0.141 unit decrease in the level of the turnover intention of employees. Thus, the hypothesized (H3) negative and significant effect of work engagement on the turnover intention of workers is accepted.

3.5. Mediation analysis

Table 6 tested the statistically significant intervening role of employee work engagement in the direct effect of perceived supervisor support on employees' turnover intention. The estimated direct effect of -0.080 between perceived supervisor support and the turnover intention of employees was not statistically significant. However, the indirect effect of 0.084 units between perceived supervisor support and work engagement was statistically significant; the indirect effect of -0.111 between work engagement and the turnover intention of employees was also statistically significant. Based on VanderWeele (2016), these results suggest that the effect of perceived supervisor support on the turnover intention of employees decreased to zero (insignificant) with the inclusion of work engagement in model 4 of Table 5, which implies the occurrence of perfect or full mediation of work engagement in the effect of perceived supervisor support on the turnover intention of employees. Sobel's test tested the statistical significance of the total effect of -0.137 . Table 6 revealed that the full or perfect mediation role of work engagement in the effect of perceived supervisor support on employees' turnover intention was statistically significant. Thus, the final framework or structure of the study is shown in Figure 3.

3.6. Discussion

The results from the regression analysis depict that Perceived Supervisor Support have a positive and significant impact on the Work Engagement of construction workers in Table 7. This shows that when supervisors ignore their subordinates in their work, there will be a decrease in the rate at which the workers engage themselves in the tasks assigned to them, leading to low performance in the construction firm. This supported hypothesis H2: Supervisor support is positively associated with work engagement. Perceived Supervisor Support was also seen to influence the Turnover Intention of workers in construction firms negatively. This depicts that when workers feel the support of their supervisors in their

Paths	Unstandardized β s		Total effect ($\beta + b$)	Sobel test statistic	Form of mediation
	Direct effect (β)	Indirect effect (b)			
PS8 $\rightarrow$ WE $\rightarrow$ TI	-0.080	0.084* (-0.141) = -0.068	-0.137	1.978**	Full

Note(s): * $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$, perceived supervisor support = PS8, work engagement = WE, turnover intention = TI.

Source(s): Authors' own work.

Supervisor support and turnover intention

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Table 6.
Mediation analysis

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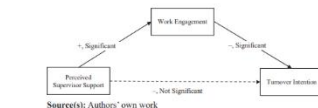
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work, there is a low tendency for them to leave the organisation, leading to a common Turnover Intention. This agrees with *Purba and Fawzi (2019)*, who stated that supervisor support diminished construction workers' turnover intentions and minimized their productivity to leave. Hence the hypothesis, H1: *Supervisor support negatively influences the turnover intention of CWs*. The study results further depict that Work Engagement also negatively impacted the Turnover Intentions of workers in construction firms. This means that workers who are adequately engaged to work in the organization get a sense of fulfillment and a positive state of mind, which attaches them to the organization and reduces or eliminates any intention to leave. The hypothesis, H2: *Work engagement is negatively associated with CWs' turnover intention*, is also supported.

Additionally, the correlational analysis supported these general hypotheses by showing that the level of work engagement of construction workers was strongly connected with perceived supervisor support. Therefore, raising supervisor support in the construction sector is linked to increased work engagement. However, there was a negative correlation between turnover intention and perceived supervisor support. Hence, a decrease in workers' intentions to leave their jobs relates to an increase in perceived supervisor support by those workers. Additionally, there was a negative correlation between work engagement and workers' intentions to leave their jobs. This shows that increasing work engagement is linked to a decrease in workers' intentions to quit their jobs.

On the other hand, a decrease in worker turnover intention connotes that employees are more committed to their current jobs and organization. Here, construction workers have strong connections and are willing to work with extra effort. Thus, it positively impacts construction workforce engagement and eventually improves supervisor support. This results from increased commitment and collaboration between the employees and supervisors. Notwithstanding, decreased turnover intentions can also have a negative impact on engagement and supervisor support; employees can become complacent and lack challenging activities. At this stage, they feel complete and might not be interested in new ideas or believe in innovations. The research's findings provide stakeholders in the

Figure 3.
Full mediation
structure



Source(s): Authors' own work

Table 7.
Final decisions on the
tested hypotheses

Path	Hypothesis	Decision
PSS → TI	H1: Positive and Significant effect of PSS on TI	Not Accepted
PSS → WE	H2: Negative and Significant effect of PSS on WE	Accepted
WE → TI	H3: Negative and Significant effect of WE on TI	Accepted
PSS → WE → TI	H4: WE mediate the PSS and TI linkage	Accepted

Source(s): Authors' own work

construction industry with useful information, emphasising the value of encouraging supervisor support to raise job satisfaction and, ultimately, reduce turnover intentions and encourage employee retention in this key industry. The underpinning theory of the study holds that people are driven to participate in social interactions when the advantages outweigh the drawbacks. Employees trade their abilities and efforts for rewards, including pay, benefits, and recognition at work (*Cropanzano and Mitchell, 2005*). The perceived fairness of the exchange, which is based on the balance between the resources transferred and the expectations of both parties, affects the quality of the relationship between employees and their supervisors (*Cropanzano and Mitchell, 2005*).

4. Conclusion and implications

In addition to starting and finishing a project, construction also runs as a business. Companies and project participants want their projects and enterprises to be executed well. The poor performance of business operations and project performance in the construction sector has been attributed to turnover intention across the literature. Construction companies should always look into ways to improve employee engagement and supervisor support for their projects and overall business performance.

The request for supervisory support and effective worker engagement in organizational activities stems from the perception that the construction industry's workforce turnover intention is crucial to the sector's success. The consequences of turnover intention on organizational performance in the construction industry are evaluated in this section, along with the mediating influence of job engagement on the link between supervisor support and turnover intention.

According to the study, perceived supervisor support significantly impacts work engagement and intention to leave the company. However, the data made it evident that turnover intention had an impact on how a corporation operated and resulted in subpar project execution. The turnover intention was observed to have a more significant overall effect on business operations. These results indicate that construction companies must do well to engage workers who moderate project performance properly. This will primarily affect how well businesses perform. This study suggests that supervisor assistance should be strengthened in operation due to the moderating influence work engagement has on project performance and, largely, company performance.

The intention of workers to leave a construction firm plays a very important function in projects. Understanding work engagement will aid industry participants (clients, suppliers, contractors, and subcontractors) in tracking employee turnover intentions and how it may adversely affect project performance. This will assist players in the sector in crafting emergency plans and seeking practical strategies for fostering a sense of engagement and importance among employees to lower the likelihood of employee departures. Also, this study gives the construction sector a good foundation for avoiding the negative effects of turnover intentions by fostering resilience to preserve performance and competitiveness. This study offers perceptions into the aims of the construction industry turnover and steps to improve project performance. The critical application to practice is the recognition of workers' hidden intentions to leave their jobs and strategies to address them with the help of managers and employee engagement.

This study was quantitative and based on the opinions of construction stakeholders in Ghana, notwithstanding its significant contributions to the construction sector's performance (business and project). However, this study's results can be generalized widely because other emerging nations can learn from them. By outlining the crucial mediating role of work engagement in the intricate interplay between supervisor support and turnover intention among construction workers, this study contributes to our understanding

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of the construction industry by illuminating the mechanisms by which supportive leadership can reduce turnover intentions through increased employee engagement. Further research might examine how stakeholders in the construction industry perceive worker turnover intentions, how they relate to supervisor support, and how to lessen the impact on the sector.

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