

***How Supervisor Can Retain Potential Employees:
Psychological Empowerment as a Mediator***

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Abstract

This study aims to examine how psychological empowerment can explain the role of supervisor support in reducing turnover intention especially for prospective employees. Turnover intention is an individual's desire to leave the company or current place of work. Psychological empowerment is an individual's intrinsic motivation to feel empowered at work. Psychological empowerment has four aspects: meaning, competence, self-determination, and impact. Supervisor support is an employee's perception of the extent to which superiors provide information, emotion, and assistance. Participants in this study were 150 employees who work in the field of insurance and technology & information with a minimum working period of 6 months, have a boss and minimum education of senior high school or equivalent. The data collected by using turnover intention scale, psychology empowerment scale and supervisor support scale. The design of this research is quantitative research. The result of this study show that there is a role of perceived supervisor support on turnover intention and it was also found that psychological empowerment can fully mediate between perceived supervisor support and turnover intention.

Keywords: Psychological Empowerment, Supervisor Support, Turnover Intention, Employees

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Introduction

Recently, the number or percentage of employees who have left their companies and been replaced by new employees within a certain period of time is one of the main problems faced by the company (Larner et al., 2017). The phenomenon of individuals withdrawing is called turnover or what we usually know as leaving or stopping work. Based on the data taken from the research location, it was found that there was an increase in the turnover percentage from 2021 to 2022, in the amount of 17%. Turnover begins with the employee's intention or desire to leave the job. The intention or desire to leave this job is also called turnover intention. Turnover intention or intention to leave work is an individual's intention or desire to leave the company or place where they work (Mobley et al., 1978).

Pransuamitra (2022) states that 40% of workers in the United States have this desire to resign from their current job in the next 3 to 6 months. Based on a preliminary study through short interviews conducted by researchers with 5 employees in Jakarta, 3 of them stated that they had the desire to leave the company they currently work for several reasons such as looking for better opportunities or trying something new for getting a comfortable workplace.

However, not all individuals have the desire to stop working. Some individuals actually have the desire to remain employed at their current company for reasons such as being satisfied with their current job (Marmo & Berkmen, 2020), trust and also appreciation given by companies to individuals (Putri, 2022).

Pawesti and Wikansari (2016) stated that the desire to leave work predict to increase courage to violate work rules/conditions, courage to oppose or protest to superiors, and increasing absenteeism/absenteeism from work, to neglecting work for the sake of interests look for job vacancies elsewhere. Therefore, the desire to leave work needs to be anticipated. The anticipation can be done by identifying the factors that cause the intention to change jobs.

Research conducted recently (Afzal et al., 2019; Gaan & Shin 2022) found that self-efficacy is one factor in the intention to leave work. Self-efficacy is an individual's belief in the ability to organize and carry out the actions necessary to manage an existing situation (Bandura, 1995).

Furthermore, self-efficacy is predicted by supervisor support (Pati & Kumar, 2010; Albrecht & Marty 2020). Superior support is a situation where employees have a perception that the supervisor or superior appreciates the contribution and also cares about the employee's welfare (Eisenberger et al., 2002). Afzal et al. (2019) found that self-efficacy was an intermediate mediator intention to leave work with the support of superiors. The higher the support from supervisors, the higher the self-efficacy, and a lower desire to leave work.

Although self-efficacy functions in predicting (reducing) intentions to leave work, self-efficacy also can trigger individuals to leave work (Rohmawati, 2018). Employees who feel capable of carrying out their duties perceive themselves as having the potential to be accepted for work or easy to get a better job. Thus the role of self-efficacy as a mediator between supervisor support and intention to leave the job becomes inconsistent. Sometimes self-efficacy can be a factor which reduces the intention to leave work, but self-efficacy can also increase the intention to leave work. Therefore, the effectiveness of self-efficacy as a mediator needs to be considered.

Researchers propose that apart from self-efficacy, there are psychological empowerment variables that can be used as a mediator between supervisor support and intention to leave work. Psychological empowerment is an intrinsic motivation that reflects the individual's role at work (Spreitzer, 1995). Jose and Mampilly's (2015) research found that psychological empowerment has a significant correlation moderately strong with perceived supervisor support, $r(175) = 0.51, p < 0.01$. In addition, Akgunduz and Bardakoglu (2015) stated that psychological empowerment has a fairly strong correlation with intention to leave work, $r(330) = -0.57, p < 0.01$.

Based on the description above, in this research the author intends to test and explain what is the role of psychological empowerment as an alternative mediator besides self-efficacy in relationships, supervisor support and intention to leave the job. It is hoped that this research can make a contribution or complete the explanation of research conducted by Afzal et al. (2019). Practically speaking, hopefully this research will be useful for company managers, especially in the technology sector to retain potential employees.

This research refers to research conducted by Afzal, et al. (2019) because the research model is the same, but there are differences in the subjects and organizational industries studied. The subjects in this research were employees who worked for an insurance company and IT in Indonesia, while the research subjects of Afzal et al. (2019) is a lecturer at one university in Pakistan. This research took subjects from staff level to managers, both permanent employees full-time and non-full-time employees.

Method

Participant

Participants who took part in this research were employees who actively worked in Jakarta with a minimum work period of 6 months, have a supervisor and a minimum of education in SMA/SMK/equivalent. There were 164 participants who filled out this research questionnaire. However, After further review and research, only 150 participant data could be used for this research. The sampling method used in this research is non-probability sampling convenience sampling where sample selection is carried out based on participant availability and ease of getting it.

In this study, the ratio of male participants was 52.6% (79 participants). Age group of participants in this study consisted of 18-28 year olds 60.7% (91 participants), 29-40 year olds 36.0% (54 participants) and aged 41-55 years was 3.3% (5 participants). From the general description, education's background is quite diverse which 2.7% (4 participants) participated in this research, starting from SMA/SMK/equivalent level. diploma level 11.3% (17 participants), bachelor level 83.3% (125 participants) and master level amounted to 2.7% (4 participants). For the employment status section, 56.7% (85 participants) are contract employees and 43.3% (65 participants) are permanent employees. Judging from the duration, there is a quite significant comparison in length of work, namely employees whose work period is less than 5 years 89.3% (134 participants) and 10.7% (16 participants) were employees who had worked 5-10 years.

Instruments

The data were collected by using three instruments which are turnover intention scale, psychology empowerment scale and supervisor support scale.

Turnover Intention. In this research, measuring instruments were used which have been adapted by the Department Tarumanagara University Faculty of Psychology Research and Measurement from the Turnover Intention Scale (TIS) Cohen (1999). The measuring instrument used is unidimensional which includes 3 (three) indicators, namely organization, work and employment. The operational definition of turnover intention is getting higher. The score from the job turnover intention scale will give an idea that the individual will feel more confident and wants to leave his job at his current place of work. This measuring instrument has 10 statement items consisting of 6 positive statements and 4 negative statements. Examples of positive statement items are, "Dalam waktu singkat, saya berencana meninggalkan tempat saya bekerja saat ini." Example of a negative statement is, "Saya berpikir untuk tetap bekerja di tempat saya bekerja saat ini." Measuring instrument It uses 4 Likert scales. The greater the food score, the greater a person's desire to eat and leave his place of work. This measuring instrument has Cronbach's alpha $\alpha = 0.91$ (Setiawan, 2021) which means this measuring tool measures job turnover intentions well.

Supervisor Support. This research uses a measuring instrument adapted by Eisenberger et al., (2002). This measuring instrument has 14 statement items which are unidimensional. Operational definition of perceived superior support is the higher the employee's perception score towards their superior's support, the better employees perceive the support provided by their superiors in their work. Example The positive statement item is, "My supervisor is willing to provide various assistance when I experience this difficulty.". An example of a negative statement is, "My boss cannot tolerate even the smallest mistake whatever I do.". This measuring instrument uses a 7 (seven) Likert scale to select answers. The greater the eating score, the greater a person's desire to leave his workplace. The Cronbach alpha reliability test value of the measuring instrument is $\alpha = 0.85$ (Ladebo, 2008), so the instrument measures your superior's support well.

Psychological Empowerment. This research uses a Psychological Empowerment measuring instrument Scale (PES) adopted by Spreitzer (1995). This measuring instrument consists of 30 statements of a multidimensional nature consisting of 4 (four) dimensions, namely meaning, competence, self-determination and impact. The first operational definition of psychological empowerment is that the higher the dimension score meaning, the more meaningful and significant the work carried out is for the individual. Example items The statement from the meaning dimension is, "My work makes me disciplined". Definition operational competency dimension (competence) is the higher the competency dimension score, the Individuals will increasingly feel capable or skilled in carrying out their duties and work. An example of a statement item from the competency dimension is, "I have great responsibility in my work ". The operational definition of the dimension of self-determination is increasing. The higher the score on the self-determination dimension, the more individuals feel able to control their work. An example of a statement item from the self-determination dimension is, "I was given the opportunity to decide for myself how to do my job." Operational definition of dimensions The final aspect of psychological empowerment is the impact, the higher the impact dimension score, then individuals will be increasingly able to influence work outcomes in the workplace. Example items the statement from the impact dimension is, "I have access to be able to serve many people". The greater the eating score,

the greater a person's desire to leave his workplace. The Cronbach's alpha reliability test value of the four dimensions of the measuring instrument is $\alpha = 0.80$ (self-determination) s.d. 0.85 (impact) (Wang, et al., 2021). Thus, it can be said that measuring instruments. The Psychological Empowerment that will be used has good reliability.

Results

In this research, researchers conducted analysis tests on three variables. Researchers conduct testing hypotheses using a mediator model to see indirect relationships (indirect effect) on perceived supervisor support and intention to leave work with psychological empowerment as a mediator.

In carrying out data analysis in this research, researchers used the SPSS 26 program for carry out a linear regression test. Meanwhile, for the mediation analysis process, researchers carry out data processing with the Bootstrap method using PROCESS c3.5 by Andrew F. Hayes via SPSS 26. In mediation testing, the Bootstrap method has advantages over the Sobel Test method because it can perform testing in multi-level models very well for research with small samples and if the research data is not normally distributed (Preacher & Hayes, 2004).

First, researchers conducted a direct test between the variables perceived supervisor support and individual intention to leave work using linear regression and the value obtained is $R^2 = 0.145$; $\beta = -0.381$ with a significance level of $p < 0.01$, it means that the variable perception of supervisor support has a role amounting to 14.5% of the intention to leave work with a value of $\beta = -0.381$ which illustrates the existence direct relationship between perceived supervisor support and intention to leave a job (direct effect). The higher the perception of supervisor support, the lower the employee's intention to leave work individually.

Tabel 1: *Mean, Standar Deviasi dan Korelasi*

No	Variable	Mean	SD	Scale	1	2	3
1	<i>Perceived Supervisor Support</i>	5.15	0.88	1-7	1		
2	<i>Psychological Empowerment</i>	5.22	0.70	1-7	.63**	1	
3	<i>Turnover Intention</i>	2.43	0.61	1-4	.34**	.40**	1

Note. $n = 150$. ** $p < 0.01$

Next, the researcher tested the second hypothesis (H2) with PROCESS Hayes model 4 via the Bootstrap method. Testing indirect relationships (indirect effects) through mediators Psychological empowerment shows significant results. Psychological empowerment mediates perception supervisor support and intention to leave work with $R^2 = 0.414$, $p < 0.01$.

Tabel 2: *Influence of Independent Variables on Dependent Variables*

Independent Variable		Dependent Variable Turnover Intention			
		Direct Effect	Indirect Effect	Total Effect	Mediation
Perceived Supervisor Support	Psychological Empowerment	-0.086 (ns)	- -0.104**	- -0.190**	 Full mediation

** $p < 0.01$

According to table 2, Based on the test results, it is known that the psychological empowerment variable is proven to mediate the relationship between perceived supervisor support and employee intention to leave work. The results of this method Bootstrapping was carried out to test the mediator model (indirect effect) showing empowerment psychology became a complete mediator between the relationship between superior support and turnover intention work (95% CI, lower level: -0.189, upper level: -0.039).

Thus, it can be concluded that in this study there is a perception of superior support role in intention to leave work with psychological empowerment as a mediator variable. In this mediation model, psychological empowerment is a full mediator of perceptions of superior support with the intention of leaving work.

Conclusion

In this research, it is proven that there is a role of perceived supervisor support on the intention to leave work. This is not in line with previous research conducted by Afzal et al. (2019). To explain the results of this research, researchers used social exchange theory social when employees receive support from their superiors, employees will reciprocate it by carrying out behavior that is beneficial to their superiors (Afzal et al. 2019) in this case decreasing employee intentions to leave work can have an impact on turnover.

Furthermore, in this research it was also found that psychological empowerment can fully mediate the relationship between perceptions of supervisor support and individual's intention to leave work. There is a relationship between perceived supervisor support and intention to leave a job individual. From these results it can be explained that superiors or supervisors must support and increase individual motivation to work, so that individuals have the intention to leave work is declining. This is reinforced by the results of previous research conducted by Akgundus and Bardakoglu (2015) who explains that psychological empowerment is a variable that has a relationship with the intention to change jobs.

The results of this research also expand the results of previous research conducted by Afzal et al. (2019) who found that perceptions of superior support can play a role in intentions to leave work through the mediation of self-efficacy.

There are several limitations to this research. In this study, researchers used the unidimensional construct of perceived supervisor support. Meanwhile, perceptions of support superiors can be multidimensional. Therefore, it is hoped that further research can develop a multidimensional construct of perceived supervisor support.

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