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**THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON WORK  
ENGAGEMENT AND TURNOVER INTENTION**

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**ABSTRACT**

The purpose of this study was to determine the relationship between perceived organizational support, work engagement and turnover intention of UD Sari Dharma employees. In this study using 44 employees as respondents of research with Partial Least Square (PLS) techniques. The results in this study indicate that perceived organizational support has a significant negative effect on turnover intention. Perceived organizational support has a significant positive influence on work engagement. Work engagement has a significant negative effect on turnover intention and work engagement is able to mediate partially on perceived organizational support for turnover intention.

**KEYWORDS:** Turnover intention, perceived organizational support, work engagement

**1. INTRODUCTION**

Memon et al. (2016) arguing that work engagement is one of the most important factors for predicting employee turnover intention. Engagement is one concept that addresses the positive side of human psychology, especially in relation to work (Man and Cholichul, 2013). Work engagement is defined as "a positive, satisfying state of mind that is related to work that is characterized by strength, dedication and absorption (Schaufeli et al., 2002). Memon et al., 2017 suggests that employees who engage in their work will spread positive feelings and emotions. Owned, employees whose engagement with their work can act as role models for other employees, employees whose engagement with their workforce has a greater sense of belonging to the organization and will reduce the desire to leave the organization. The research conducted by Lu Lu et al. (2015) found the three dimensions of work engagement, namely strength, dedication and absorption have a significant negative effect on turnover intention, Zhang et al. (2018) in their study used 2462 respondents using SEM as a tool to test hypotheses and get work engagement results negatively affect turnover intention. Agarwal et al. (2012) stated that work engagement is an important mediating variable and finding work engagement research results has a negative relationship to turnover intention and work engagement can act as a mediating variable. Keretepe et al. (2016) finding work engagement is able to act as a mediating variable in influencing variables perceived organizational support.

Dawley D et al. (2010) suggested that perceived organization support is specifically intended to improve relations between employees and superiors to reduce voluntary resignation of employees. Perceived organization support refers to the extent to which employees feel their boss to be concerned with the welfare of employees and to appreciate employee contributions to the organization (Eisenberger et al, 1986). Krishnan and Mary (2012) suggest that perceived

organizational support will increase internal employees, feel obliged to help the organization achieve its goals, improve employee emotional ties to the organization, and expectations of employees regarding the performance improvements that have been made will be appreciated by the organization. Perceived organizational support will include the role of improving performance, reducing stress and withdrawal behavior from organizations such as absenteeism and leaving the organization. Some of the things that have been done by UD. Sari Dharma in supporting its employees so that their employees feel at home working and so that employees know that every employee who works at Sari Dharma is always cared for. Activities carried out by UD. Sari Dharma in supporting employees by giving holidays on holiday holidays, providing transportation money to employees who take goods outside the Tabanan area, giving permission to cash in after the 15th, even though they have provided support to employees for employee turnover at UD. Sari Dharma remains high. Karatepe & Mahmet (2016) said that when employees see management trying to pay attention and invest in employees and on technology, the employee will feel full of strength, dedicated and absorbed by his work.

Agarwal et al. (2013) argued that perceived organizational support has a positive influence on increasing the level of work engagement, it indicates that perceived organizational support will determine how employees' work engagement. Liu W et al. (2018) stated in his research conducted in 1761 general hospital nurses in four provinces in China, in his research found results with increasing perceived organizational support will reduce the desire to leave the organization.

Research with different results was put forward by researcher Wong & Yui (2017) in his research which used 270 employees of foreign invested enterprises (FIE) in Huizhou, Guangdong China. This study uses two conceptual framework models by using structural equation modeling (SEM) analysis techniques and finding results Perceived organizational support is not significantly related to turnover intention. Because the difference in the results of the research perceiving a viable organizational support for different turnover intentions makes the writer want to do a research on the effect of perceived organizational support on turnover intention.

## **2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **The Effects of Perceived Organizational Support on Turnover Intention**

Ye et al. (2017) stated in his research that using a survey of 145 repatriates from MNCs in China using SEM and regeresi hierarchy, in his research found perceived organizational support had a significant negative impact on turnover intention. Liu W et al. (2018) stated in his research conducted in 1761 general hospital nurses in four provinces in China, in his study found results with increasing perceived organizational support will reduce the desire to leave the organization and will lead to higher organizational commitment and work ability. Ishfaq et al. (2013) in his research suggested that perceived organizational support can reduce turnover intention and get the results of perceived organizational support negatively related to turnover intention. Treglown et al. (2018) in

his research found the results of research perceived organizational support negatively affected Intention to quit. Madden et al. (2015) and Islam et al. (2015) in their study found similar results where there was a negative relationship between perceived organizational support and turnover intention. Research conducted by Wong Y W & Yui T W (2017) found different results in his research found that the results of perceived organizational support were not significantly related to turnover intention. Based on the results of previous studies, hypotheses can be formulated, namely:

H1: Perceived Organizational Support has a significant negative effect on turnover intention

### **The Effects of Perceived Organizational Support on Work Engagement**

Karatepe & Mahmet (2016) in his research suggests that when employees see management trying to pay attention to and invest in employees and on technology, then the employee will feel strong, dedicated and absorbed by employee work, from the research found results Perceived organizational support has a positive effect on work engagement. Bano et al. (2015) in his study used 100 participants from organizations in Kalkota, West Bangal, India. In his research found the results of perceived organizational support have a positive effect on turnover intention. Caesens & F. Stinglhamber (2014) in his research suggests that the more employees feel supported and valued by their organization, the more they develop high self-efficacy and consequently, the more absorbed their duties will be and do their work with full strength and dedication , from the study found results of perceived organizational support have a positive effect on work engagement. Sulea et al. (2012) in their study found that the results of perceived organizational support had a positive effect on work engagement. Caesens G et al. (2016) in their study found the results of perceived organizational support had a positive effect in predicting work engagement. Wang et al. 2017 stated that perceived organizational support might increase the level of work engagement and find research results perceived organizational support positively related to the dimensions of work engagement (vigor, dedication and absorption). Research conducted by Murthy (2017) found similar results where perceived organizational support was related significant with work engagement.

H2: Perceived organizational support has a significant positive effect on work engagement

### **The Effects of Work Engagement on Turnover Intention**

Memon et al. (2016) stated that high work engagement is likely to reduce the occurrence of voluntary turnover, and in his research found work engagement results significantly had a negative effect on turnover intention. Zhang et al. (2018) in his study used as much as 2462 data using SEM as a tool to test hypotheses and get work engagement results that negatively affected turnover intention. Memon et al. (2017) suggest that work engagement is negatively related to employee turnover intention. And in his research found the results of work engagement had a negative effect on turnover intention. Lu Lu et al. (2015) suggested that the three dimensions of work engagement, vigor, dedication and absorption had a significant negative effect on turnover intention. The statement was also supported by several researchers, including Merissa (2018), Kim et al. (2017),

Agarwal and Vishal (2018) who also found the same results in their research, where work engagement has a negative effect on turnover intention and can reduce turnover intention.

H3: Work Engagement has a significant negative effect on turnover intention

### **The Role of Work Engagement as a Mediating Variable on Perceived Organizational Support and Turnover Intention**

Agarwal et al. (2012) arguing that work engagement is an important mediating variable, and arguing that work engagement research results have a negative relationship to turnover intention and work engagement can mediate the relationship between leader member exchange and innovative outcomes. Agarwal (2014) suggested the results of his research in which work engagement can mediate the relationship of leader member exchange and perceived organizational support for innovative work behavior. Kim & Young (2017) who examined the variables of optimism, self-efficacy and organizational based self esteem that influence turnover intention through mediating work engagement and finding work engagement results can mediate the relationship between optimism, self efficacy, and organizational based self-esteem towards turnover intention. Memon et al. (2017) in his research found the results of work engagement can mediate between pay satisfaction and turnover intention. Azanza et al. (2015) examined the role of work engagement as a mediating variable between authentic leadership variables and turnover intention, and finding work engagement results can mediate authentic leadership with turnover intention and that influence decreases turnover intention. Shuck et al. (2014) stated in his research that finding the results of employee engagement could mediate between perceived variables support for participation in HRD Practices with Intention to Turnover. Karatepe et al. (2016) finding work engagement is able to act as a mediating variable between perceived organization support for job performance.

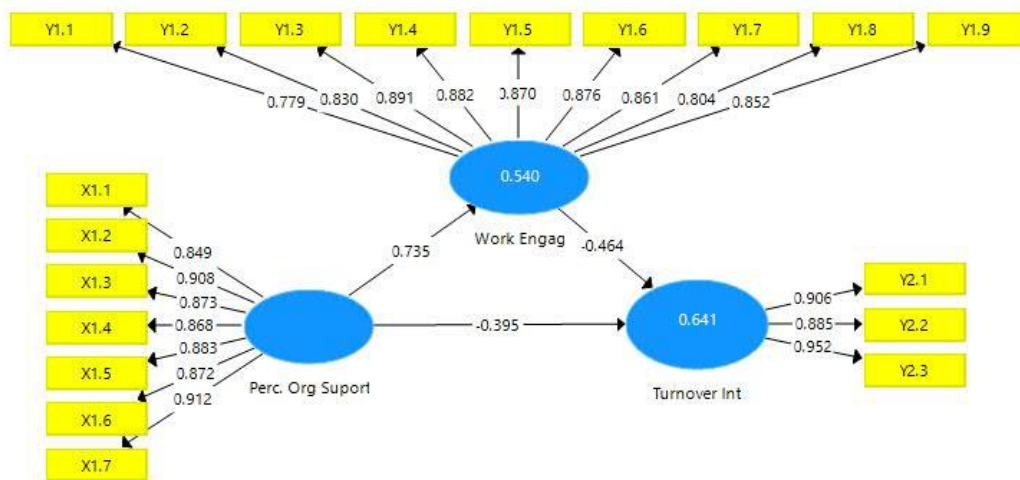
H4: Work engagement serves as a mediator between perceived organizational support for turnover intention

### **3. METHODS**

The location of the research is the Warehouse of UD. Sari Dharma and the Sari Dharma minimart located in the Tabanan area. The population in this study were all UD employees. Sari Dharma totaling 44 people. The sampling method used in this study is the method of saturated samples or census. The sample used is the entire population sampled so that the number of samples in this study were 44 people. To test the hypothesis and produce a fit model (fit), this study uses Structural Equation Modeling (SEM) with a variance based or component based approach with Partial Least Square (PLS). When the structural model to be analyzed meets the recursive model and latent variables have indicators that are formative, reflexive or mixed, then the most appropriate approach to use is PLS.

4. RESULT AND DISCUSSION

Testing the inner model or structural model is done to see the relationship between constructs, significance values and R-square of the research model. The results of testing the inner model can be seen in Figure 1.



Structural models were evaluated using R-square for endogenous constructs and t-test and significance of the coefficient of structural path parameters.

Table 1. R-square

Konstruk	R-square
Turnover Intention	0,641
Work engagement	0,540

Primary Data, 2019

In table 1, it can be seen if the R-square value of intention turnover variable is 0.641. It can be interpreted that 64.1 percent of turnover intention construct variability is explained by work engagement and perceived organization support variables, while 35.9 percent of turnover intention variables are explained by variables outside the model. Likewise with the work engagement variable, 54 percent of the variability was explained by perceived organizational support, while 46 percent of the work engagement variable was explained by variables outside the model.

In addition to using R-square, goodness of fit, the model is also measured using Q-Square predicate relevance for structural models, measuring how well the observations produced by the model and

also its parameter estimates. Q-Square value > 0 indicates the model has predicate relevance, whereas if the Q-Square value ≤ 0 indicates the model does not have predicate relevance. Based on Table 1 the calculated value of relevance (Q2) can be calculated, namely:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - (1 - 0,641) (1 - 0,540) \\
 &= 1 - (0,359) (0,460) \\
 &= 1 - 0,165 \\
 &= 0,834
 \end{aligned}$$

The results of this calculation indicate that the value of Q ^ 2 is greater than 0 (0.834), so it can be interpreted that the model is good because it has a relevant predictive value, which is equal to 83.4 percent. This shows that the variation in the turnover intention variable can be explained by the variables used, namely variables perceived organizational support and work engagement, while the remaining 16.6 percent is explained by other variables that have not entered the model.

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output path coefficients presented in Table 2 below.

**Table 2.**  
**Path Coefficients**

Konstruk	Koefisien Jalur	t statistics	Keterangan
Perceived organizational support ->Turnover Intention	-0,395	2,325	Diterima
Perceived Organizational Support ->Work Engagement	0,735	9,782	Diterima
Work Engagement ->Turnover Intention	-0,464	2,679	Diterima

Primary Data, 2019

Hypothesis testing is done using t-statistics. If the value of t-statistics ≥ t-table value (1.96), then Ho is rejected and the research hypothesis is accepted. In Table 1 it can be seen that the effect of perceived organizational support on turnover intention has a correlation coefficient value of -0.395 and the value of t statistics is 2.325. This shows if there is a negative influence between perceived organizational support for turnover intention. The higher perceived organizational support felt by employees, the lower the employee's desire to leave the organization. The influence of the variable perceived organizational support on work engagement has a correlation coefficient of 0.735 and the value of t statistics is 9,782. This shows that there is a positive influence between perceived organizational support for work engagement. The higher the support and attention given by the organization to employees will make employees feel they have strength, dedication and absorption

will focus on completing their work. Furthermore, the effect of work engagement variable on turnover intention has a correlation coefficient of -0.464 and t statistics of 2.679. This shows that there is a negative influence between work engagement on turnover intention. The higher the strength of employees in completing their work, the higher their dedication to their work, and the more focused their work is, the lower their desire to leave the organization. Based on the data above, it can be concluded that the hypothesis in this study was entirely accepted.

Testing the Role of Mediation of Employer Brands on Compensation Offered to Organizational Attraction

Work engagement variables seen as mediators can be seen from the value of VAF (Variance Accounted For). If the VAF value is above 80 percent, then it shows the role of work engagement, as full mediation. If VAF is worth between 20-80 percent, it can be categorized as a partial mediator. But if VAF is less than 20 percent, researchers can conclude that there is almost no mediating effect. From the results of testing the direct effect shows that the coefficient value between variables perceived organizational support for turnover intention is 0.395 with t-statistics value of 2.325. The addition of work engagement variables as mediating variables has a different effect on the direct relationship of perceived organizational support to turnover intention. The testing of work engagement mediating variables is done by calculating the value of Variance Accounted For (VAF) which can be seen in Table 3.

**Table3.**  
**Summary & VAF Testing Result**

Variabel	Pengaruh Langsung	
	Koefisien	T Statistik ( O/STDEV )
<i>Perceived organizational support -&gt;turnover intention</i>	- 0,395	2,325
<i>Perceived organizational support -&gt;Work engagement</i>	0,735	9,782
<i>Work engagement -&gt;turnover intention</i>	- 0,464	2,679
Variabel	Pengaruh Tidak Langsung	
<i>Perceived organizational support -&gt;turnover intention</i>	-0,341	2,517
Variabel	Pengaruh Total	
<i>Perceived organizational support -&gt;Turnover intention</i>	-0,736	11,412
<i>Perceived organizational support -&gt;Work Engagement</i>	0,735	9,782
<i>Work Engagement -&gt;Turnover Intention</i>	-0,464	2,679
VAF ->Pengaruh TidakLangsung/Pengaruh Total (-0,341/-0,736)	0,463	

Primary Data, 2019

From the results of calculations in Table 3 it can be interpreted that the role of work engagement as a mediator has a VAF value of 0.463 (46.3 percent). These results indicate that the work engagement

variable has a role as a partial mediator between the variables perceived organizational support and turnover intention. This shows if employees have a strong perception of the organization will provide assistance and appreciation if they have done the best work so that employees have work attachments to their work which is characterized by strength, dedication and absorption so that intention turnover rates can be suppressed, so the hypothesis that states engagement serves as a mediator of the relationship between proven organizational support and proven turnover intention.

### **The Effects of Perceived Organizational Support on Work Engagement**

Based on the data presented in Table 2, it is known that the influence path coefficient of perceived organizational support for work engagement has a value of 0.735 and the value of t-statistics is 9,782. The path coefficient shows that perceived organizational support has a positive influence on work engagement. This shows that the higher the support and attention given by the organization to employees will make employees feel they have strength, dedication and absorption will focus on completing their work.

These findings indicate that to improve employee work engagement, companies need to provide support to employees so that employees have a perception that when they work are supported by the company so that the company is behind and ready to back up and support employees from behind the scenes, employee engagement work will increase as the increasing strength of employees in work, increased dedication to work, and absorption of their work.

The results of this study are in line with the research conducted by Karatepe & Mahmet (2016) in his research suggesting that when employees see management trying to pay attention and invest in employees and on technology, the employee will feel strong, dedicated and absorbed by his work. Bano et al. (2015) in his research found the results of perceived organizational support have a positive effect on work engagement. F. Stinglhamber (2014) in his research suggests that the more employees feel supported and valued by their organization, the more they develop high self-efficacy and consequently, the more absorbed they become by their duties and do their work and dedication, Sulea et al. (2012) in their study found that the results of perceived organizational support had a positive effect on work engagement. Caesens G et al. (2016) in their study found the results of perceived organizational support had a positive effect in predicting work engagement. Wang et al. (2017) stated that perceived organizational support might increase the level of work engagement. This indicates that perceived organizational can improve employee engagement work. Thus, the second hypothesis, namely perceived organizational support, has a significant positive effect on work engagement is accepted.

### **The Effects of Perceived Organizational Support on Turnover Intention**

Based on the data presented in Table 2, it is known that the path coefficient perceived organizational support for turnover intention is -0.395 and the t-statistics value is 2.325. The path coefficient shows that perceived organizational support has a negative influence on turnover intention. This proves that



the higher the perception of organizational support felt by employees, the lower the desire of employees to leave the organization.

These findings indicate that to reduce employee turnover rates in a company, the company must provide support to employees until employees have the perception that they are supported by the company starting from assistance regarding work to recognition of work results for employees. In improving perceived organizational support employees, the company must be willing to help employees, starting from overcoming the obstacles of employees while working, listening to employee complaints, respecting employee performance by providing reward to employees who work more, and recognizing employee performance by giving awards to the best employees, with this, the employee feels the company has carried out its obligations so that a sense of obligation arises for employees to complete their work properly so that employees do not have the desire to leave the company.

The results of this study are in line with the research conducted by Ye et al. (2017) argues in his research that perceived organizational support has a significant negative impact on turnover intention. Liu W et al. (2018) suggested that the increased perceived organizational support would reduce the desire to leave the organization and would lead to higher organizational commitment and work ability. Ishfaq et al. (2013) suggested that perceived organizational support can reduce turnover intention. Treglown et al. (2018) in his research found the results of research perceived organizational support negatively affected Intention to quit. Madden et al. (2015) and Islam et al. (2015) in their study found similar results where there was a negative relationship between perceived organizational support and turnover intention. The results of this study reject the results of the research conducted by Wong Y W & Yui T W (2017) who found the results of perceived organizational support not significantly related to turnover intention. This indicates that perceived organizational support can reduce employee turnover rates. Thus the first hypothesis which is perceived organizational support has a significant negative effect on turnover intention is accepted.

### **The Effects of Work Engagement on Turnover Intention**

Based on the data presented in Table 2, it is known that the path coefficient of the effect of work engagement on turnover intention has a value of -0.464 with a value of t-statistics of 2.679. The path coefficient shows that work engagement has a negative influence on turnover intention. This means that the higher the strength of employees in completing their work, the feeling of dedication to their work, and the more employees absorbed their jobs, the lower the desire of employees to leave the organization.

These findings indicate that employees who have high strength in completing their work, have a sense of dedication to their work, and are increasingly absorbed in their work, it is unlikely that employees have the desire to leave the company.

The results of this study are in line with the research conducted by Memon et al. (2016) who suggested high work engagement might reduce the occurrence of voluntary turnover, Zhang et al. (2018) in his research to get work engagement results have a negative effect on turnover intention. Memon et al. (2017) suggest that work engagement is negatively related to employee turnover intention. Lu Lu et al. (2015) suggested that the three dimensions of work engagement, vigor, dedication and absorption had a significant negative effect on turnover intention. The statement was also supported by several researchers, including Merissa (2018), Kim et al. (2017), Agarwal and Vishal (2018) who also found the same results in their research, where work engagement has a negative effect on turnover intention. Thus, the third hypothesis namely work engagement has a significant negative effect on turnover intention is accepted.

## The Role of Work Engagement on Perceived Organizational Support Against Turnover Intention

Based on the data obtained in Table 2 shows that the value of the path coefficient between the variables perceived organizational support for turnover intention is 0.395 with the value of t-statistics of 2.325. The addition of work engagement variables as mediating variables has a different effect on the direct relationship of perceived organizational support to turnover intention. The testing of work engagement mediating variables is done by calculating the value of Variance Accounted For (VAF) which can be seen in Table 3.

Based on the results of calculations in Table 3 obtained a VAF value of 0.463. From the results of these calculations it can be interpreted that the role of work engagement as a mediator has a VAF value of 0.463 (46.3 percent). These results indicate that the work engagement variable has a role as a partial mediator between perceived organizational support and turnover intention, so the hypothesis which states that work engagement serves as a mediation of the relationship between perceived organizational support to turnover intention is accepted. This shows that perceived organizational support and work engagement are important factors in reducing employee turnover rates. In accordance with the theory of social exchange, when employees feel they have been given prosperity and support by the company that will make employees have an emotional sense of work that will encourage employees to engage in their work and strive to reciprocate and show the work towards the company, which will have an impact to reduce the desire of employees to leave the company.

The results of this study are in line with the research conducted by Agarwal et al. (2012) suggested that work engagement is an important mediating variable, and argued that the results of work engagement research have a negative relationship to turnover intention. Agarwal (2014) suggested the results of his research in which work engagement can mediate the relationship of leader member exchange and perceived organizational support for innovative work behavior. Kim & Young (2017) found that the results of work engagement can mediate the relationship of optimism, self efficacy, and organizational based self esteem to turnover intention. Memon et al. (2017) in his research found the results of work engagement can mediate between pay satisfaction and turnover intention. Azanza

et al. (2015) found that work engagement results can mediate authentic leadership with turnover intention and that influence decreases turnover intention. Shuck et al. (2014) stated in his research that finding the results of employee engagement could mediate between perceived variables support for participation in HRD Practices with Intention to Turnover. Karatepe et al (2016) found that work engagement was able to act as a mediating variable between perceived organization support for job performance. This indicates that work diversity has an important role in mediating perceived organizational support for turnover intention. Thus the fourth hypothesis, namely work engagement, acts as a mediation of the relationship between the perceived organization support and turnover intention accepted.

## 5. CONCLUSION

Based on these results, it supports social exchange theory that an organization is able to provide support and needs of employees so that employees will reciprocate with good performance. when increasing perceived organizational support employees will feel that they have the mind that the organization exists to help employees overcome their problems and have confidence in the work done better and truly will get better results, because it has an impact on increasing work engagement, where employees have the power to complete work, are dedicated to completing their work, and absorbed in completing their work, work engagement also plays a role in mediating perceived organizational support for turnover intention. The results of this study are expected to be empirical evidence for future research and able to enrich the development of human resource management sciences related to perceived organizational support, work engagement, and turnover intention.

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