

# Influence of Supervisor Behavior on Empowerment, Work Life Balance, and Emotional Exhaustion Which Could Impact Turnover Intention

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## ABSTRACT

This study examined the relationship of supervisor behavior in shaping working conditions to reduce Indonesian garment workers' intentions to leave the company. The study used data from 1,000 survey responses collected from garment companies in Java, Indonesia. The responses from the sample were used to test the hypothesis that supervisor behavior could create either positive working conditions or negative work environments thus increasing worker intention to leave. The results indicated that high quality supervisor-employee relationships are positively related to empowerment. It also indicated that empowerment is positively related to work-life-balance and is negatively associated with turnover intention. However, the supervisor can cause emotional exhaustion which is positively related to turnover intention. The study findings will help in terms of understanding supervisor behavior and its impact on subordinate workers' intentions to leave. This can guide companies in selecting ideal candidates to minimize the negative effects of supervisor behavior in the future.

*Key words: Supervisor, Empowerment, Work Life Balance, Emotional Exhaustion, Turnover Intention*

