ABSTRACT

This study aims to analyze the influence of employee engagement on turnover intention and burnout, as well as to examine the moderating roles of supervisor support and coworker support within the context of an independent public organization, namely the Financial Services Authority (Otoritas Jasa Keuangan – OJK) of Indonesia. The research is grounded in the importance of human resource management in supporting organizational performance and stability, particularly in mitigating the risks of burnout and employee turnover.

A quantitative approach was employed using an online questionnaire survey. The respondents comprised 103 permanent employees of OJK from various units at both the head office and regional offices. The research instrument consisted of five main constructs: employee engagement, burnout, turnover intention, supervisor support, and coworker support, all measured using a 5-point Likert scale and tested for validity and reliability. Data analysis was conducted using Moderated Regression Analysis (MRA) through two separate regression models.

The findings indicate that employee engagement has a significant negative effect on both burnout and turnover intention. Coworker support also demonstrates a significant negative effect on both outcomes. In contrast, supervisor support does not show a significant direct effect. In terms of moderation, only coworker support is found to significantly moderate (negatively) the relationship between employee engagement and burnout, while supervisor support unexpectedly shows a moderating effect in the opposite direction.

These findings underscore the importance of strengthening employee engagement and fostering a collaborative work environment as key strategies in managing HR-related risks in public organizations. Moreover, capacity development for supervisors is needed to enable them to provide support more effectively and adaptively in response to the dynamics of employee work conditions.

Keyword : Employee engagement, burnout, turnover intention, supervisor support, coworker support, moderated regression analysis, public sector HRM, Financial Services Authority, organizational behavior, workplace well-being.