

The Influence of Employee Engagement and Perceived Organisational Support on Turnover Intention in Manufacturing Sectors

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Abstract

The turnover in the manufacturing sector has remained high for the past several years and often contributes to the loss of highly skilled workers in the workforce. The study aimed to investigate the moderating effect of Perceived Organisational Support (POS) on the relationship between employee engagement and turnover intention among employees. This research involved 151 respondents from several manufacturing companies located in Southern, Malaysia. The sample was selected through convenient and snowball sampling methods. The Gallup Employee Engagement Survey, Survey of Perceived Organisational Support (SPOS), and Turnover Intention Scale were used to measure the variables in the current research. The moderation model was tested by using the regression analysis. Overall, there was a moderate level of employee engagement and turnover intention among manufacturing employees. The findings show a moderate and negative influence of employee engagement on turnover intention. Further analysis found that there was a significant moderating effect of POS on the relationship between the two variables. The study highlights the importance of employee engagement and POS in a manufacturing sector in order to retain optimum human resources within the organisation, thereby improving the organisational efficiency.

Keywords: Employee Engagement, Perceived Organisational Support, Turnover Intention, Manufacturing Employees, Moderating Role

Introduction

Although employees are the most significant asset in any organisation, employers continue to face the complex challenge of employee turnover (Juliantara et al., 2020). It has become one of the critical issue in the manufacturing sector, where high labor dependency, demanding work environments, and skills specialization make employee retention essential for organizational sustainability. Turnover refers to the situation where employees leave an

organisation and are replaced by new employees. It happens due to various reasons, such as resignation, retirement, termination, or transfer. Although, turnover is inevitable and a common practice in every organisation; however, excessive turnover will cripple the organisation's performance (An, 2019). High turnover can be costly for organisations due to recruitment, training, and loss of knowledge and productivity (Gan & Voon, 2021). Based on a study by the Human Resources Management Association, employers often require six to nine months' worth of staff salaries to cover the costs of recruiting, selecting, and training new hires due to turnover (Hee & Ann, 2019).

Employee turnover undeniably has a negative impact on organisations; therefore, identifying its predictors is essential for developing effective solutions. However, measuring actual turnover is challenging because it involves employees who have already left the organisation. As a result, turnover intention is commonly used as a measurable construct to predict employees' likelihood of leaving (Lazzari, Alvarez, & Ruggieri, 2022). Prior research has identified employee engagement and Perceived Organizational Support (POS) as important predictors of work attitudes and retention-related outcomes (Savira, Annas, and Tannady, 2024; Yongxing et al., 2017). However, much of the existing literature has focused on service-based or knowledge-intensive industries, with limited empirical evidence drawn from the manufacturing context, particularly in developing economies. Given the unique operational pressures and work conditions in manufacturing organizations, there is a clear need to examine how employee engagement and POS jointly influence employees' turnover intention.

In contemporary human resource management, employee engagement represents a key theoretical framework which is related to motivation and commitment in the workplace (Pincus, 2022). Yet, it remains one of the most difficult behaviors to retain in the workplace (Megat & Krishan, 2023). Employee engagement is defined as a productive, optimistic, and work-related state of mind that involves self-expression and a strong sense of identity with the organisation (Bakker et al., 2011). Highly engaged employees demonstrate a strong commitment to organisational goals, reflected through active involvement, dedication, deep interest, focused effort, and energy, while also embodying both attitudinal and behavioral dimensions (Macey & Schneider, 2008). As a result, employees with high engagement are typically aware of the business environment and collaborate effectively with colleagues to enhance job performance (Saxena & Srivastava, 2015). In contrast, employees with low engagement are more likely to consider leaving the organisation.

The literature has also identified a wide range of direct and indirect predictors of turnover intention, with Perceived Organisational Support (POS) being one of the indirect factors. Positive psychological perceptions of the organisation are considered crucial in retaining employees, and such perceptions can be fostered through a supportive workplace environment (Maan et al., 2020). The concept of POS is used to represent the employees' positive perception of the organisation. In other words, if employees believe their employer provides them with support, it will result in their full dedication, causing an increase in their overall optimal performance (Eisenberger et al., 1986; Orpina & Abdul Jalil, 2022). Employees' expectations of the organisation in the current era go beyond monetary compensation like basic salaries, so it is the organisation's responsibility to seek a greater grasp of the key concept behind employees' workplace behavior (Hijazi & Farid, 2019).

Although numerous studies have reported a negative relationship between employee engagement and turnover intention (Alias et al., 2018; Savira, Annas, & Tannady, 2024), other empirical findings remain inconclusive. For instance, Tin Phang and Teoh (2019) reported no significant relationship between work engagement and turnover intention, while some identified a positive association between the two variables (Chebet, Makomere, and Karei 2019; Setiawan & Prasojo 2021; and Hakro 2022). Highly engaged employees are usually equipped with valuable skills and have good networks with the other employers (Sinisterra et al., 2024). Due to these reasons, they are more likely to be more aware of the market value, which will result in more inclination to find new job opportunities that may provide better benefits and are aligned with their personal needs. These contradictory findings highlight a lack of consensus in the existing literature and reveal a clear research gap regarding the true nature of the relationship between employee engagement and turnover intention. Work engagement has not been consistently shown to reduce turnover intention due to the cultural and workplace differences (Urrutia Pereira, Machado, & Oliveira, 2022). Thus, further empirical investigation is warranted to clarify these inconsistencies and strengthen the understanding in this area especially in the manufacturing sector.

Given the inconsistent findings regarding the relationship between employee engagement and turnover intention, there is a need to examine moderating variables that may influence this relationship by either strengthening or weakening it. Qunxi et al. (2024) recommend incorporating additional factors into the examination of employee engagement and turnover intention to extend existing knowledge, as well as conducting studies across different organisations and industries. POS has frequently been examined as a moderating variable in prior research (e.g., Dai & Qin, 2016; Yongxing et al., 2017; Yudiarti & Putranta, 2022). Although the literature on employee engagement and turnover intention has expanded substantially, limited attention has been given to the moderating effect of POS on the relationship. As a result, empirical evidence regarding the indirect influence of POS on turnover intention remains scarce, especially in the context of the manufacturing sector.

Despite numerous studies examining POS, employee engagement, and turnover intention, research focusing on the private sector remains limited, even though manufacturing employees encounter distinct challenges related to technological advancement, machine interaction, and rapidly evolving production systems. Most studies investigate public-sector contexts such as the public health workforce (Roslan & Azahadi, 2014) or maritime-related agencies (Yusof et al., 2018) in Malaysia. Highlighting the significance of this issue, Alias et al. (2018) note that employee turnover rates are higher in the private sector compared to the public sector. This highlights the need for further research on the private sector in Malaysia, particularly within the manufacturing industry, which faces high challenges due to its competitive environment and the demands of maintaining efficient operations, despite being a major contributor to the country's economy. Therefore, to address the gaps in the literature and contribute to solutions for turnover intention, the current study aims to examine the effect of employee engagement on turnover intention, as well as the moderating role of POS in this relationship, specifically from the perspective of the manufacturing sector in southern Malaysia.

The significance of this study lies in its practical and theoretical contributions. From a practical perspective, the findings provide valuable insights for manufacturing managers and human

resource practitioners in designing effective engagement and support strategies to reduce turnover intention and improve workforce stability. By highlighting the role of organizational support in strengthening employee engagement, this study supports more sustainable and employee-centered human resource practices. From a theoretical standpoint, the study extends social exchange theory by empirically validating the relationships between POS, employee engagement, and turnover intention within a manufacturing context, thereby contributing to the broader literature on employee retention and organizational effectiveness.

Literature Review

Employee engagement refers to the level of enthusiasm, dedication, and commitment employees show toward their work and organisation. The concept was first introduced by Kahn (1990), who explained engagement through three psychological conditions: meaningfulness, safety, and availability. Psychological meaningfulness reflects the value employees feel they gain from investing their energy into their roles. Later, Schaufeli et al. (2002) expanded this idea by defining engagement as a positive and fulfilling work-related state characterized by vigor, dedication, and absorption. Overall, employee engagement represents a positive attitude toward work and the organisation, where employees understand business goals and collaborate with others to improve performance. Kahn's job engagement theory highlights meaningful work, psychological safety, and available resources as key drivers of engagement, expressed through physical, cognitive, and emotional involvement. Research shows that employee engagement is related to positive outcomes such as job satisfaction, organisational commitment, lower intention to quit, and improved performance (Saks, 2006; Aziez, 2022; Wardiansyah, Indrawati, & Kurniawati, 2024). These findings emphasize that high employee engagement benefits both employer and employees, making it an important area of study.

Low employee engagement is closely linked to higher turnover intention, meaning employees who feel disengaged are more likely to consider leaving an organisation (Sinisterra et al., 2024). Turnover intention refers to an employee's conscious decision to leave their job and is often the final stage before actual resignation (Tett & Meyer, 1993). It can be voluntary, where employees choose to leave, or involuntary, where the organisation terminates employment (Lazzari et al., 2022). Research by Alias et al. (2018) identified work engagement, job satisfaction, and organisational commitment as key factors influencing turnover intention, showing that employees are more likely to stay when they feel satisfied, valued, and motivated at work. Further studies support this relationship, with Oh et al. (2023) highlighting employee engagement and satisfaction as major contributors to turnover intention.

The Price and Mueller turnover model explains the turnover process by focusing on physical and psychological withdrawal from work (Iverson, 1992). According to this model, withdrawal behaviors are influenced by job attitudes, organisational justice, and individual differences, such as dissatisfaction, perceived unfairness, and personality traits. These factors suggest that the relationship between engagement and turnover intention may be complex rather than straightforward. Therefore, understanding the mechanism that leads to turnover intention is essential for organisations to create better work environments, retain valuable employees, and reduce negative outcomes.

Building on this discussion, POS can be viewed as a crucial moderating factor in the relationship between employee engagement and turnover intention as it reflects the relationship between employees and the organisation. POS refers to employees' beliefs that their organisation values their contributions and cares about their well-being (Shore & Tetrick, 1994). This perception is shaped not only by formal policies but also by how employees interpret organisational actions and signals. Social support theory further explains this idea by emphasizing the role of supportive relationships and work environments in fostering communication and cooperation, highlighting that support can be both actual and perceived from various sources in the workplace (House, 1981; Caesens et al., 2023).

Due to its strong links with outcomes such as job satisfaction, affective commitment, and psychological well-being, POS has received significant research attention (Kurtessis et al., 2017). High levels of POS lead to several positive outcomes for both employees and organisations. Studies show that the variable also increases job satisfaction (Eisenberger et al., 1986; Maan et al., 2020), enhances employee engagement (Gemilang & Riana, 2021), and reduces job stress (Saadeh & Suifan, 2019). Moreover, employees who perceive strong POS are less likely to leave and tend to remain with the organisation (Takaya & Ramli, 2020). These positive employee outcomes ultimately benefit organisations through improved productivity, stronger commitment, and reduced costs associated with turnover.

Employee Engagement and Turnover Intention

Recent empirical studies further support the significant role of employee engagement in reducing turnover intention across different organisational contexts. A study by Savira et al. (2024) which involved 100 employees from a manufacturing company and employed a mixed-method research design, found a negative relationship between work engagement and turnover intention. The findings also revealed that job satisfaction acts as a moderating variable, strengthening the relationship between work engagement and turnover intention. The study was in line with Alias et al. (2018) who tested the effect of work engagement on turnover intention and found a significant negative relationship between the two ($t = -2.997$, $p = 0.003$). The finding indicates that higher levels of employee engagement are associated with lower turnover intention among manufacturing employees in Malaysia.

Similarly, Arokiasamy, Rizaldy, and Qiu (2022) examined 652 employees from sixteen manufacturing enterprises in Ho Chi Minh City, Vietnam, and found that work engagement reduces turnover intention. The results indicate that work engagement plays a mitigating role in turnover behavior by translating positive leadership practices into stronger employee attachment to the organisation. Additionally, the study highlights the combined importance of leadership, engagement, and commitment in employee retention strategies. Supporting evidence is also provided by Wen, Yan, and Sun (2021) in a study conducted in China, which confirmed that employee engagement has a direct negative effect on turnover intention. Taken together, all these studies emphasize that employee engagement not only directly reduces turnover intention but also plays a crucial mediating and moderating role in linking leadership, satisfaction, and organisational practices to employees' decisions to stay or leave the organisation. Thus the first hypothesis of this study were:

H1: There is a negative influence of employee engagement on turnover intention among manufacturing employees.

The Moderating Effect of Perceived organisational Support

Employee engagement generally has a negative effect on turnover intention, meaning that more engaged employees are less likely to consider leaving the organisation. However, this effect may not always be uniform and can depend on how much support employees perceive from their organisation. Although the literature on the moderating effect of POS in the context of this study is quite limited, there are some who have proven it on different variables. Astuti, Hardiyanto, and Putra (2023) examined the role of POS in moderating the relationship between employee well-being and work engagement among private sector employees in Indonesia. Based on 145 respondents, the findings showed that POS significantly moderated the relationship between well-being and work engagement, indicating that higher organisational support enhances the effect of well-being.

Other research by Orpina, Jalil, and T'ng (2022) investigated the moderating effect of POS on the relationship between job satisfaction and turnover intention among 327 staff from private universities in Malaysia. The results revealed that POS significantly moderated this relationship, showing that employees with the same level of job satisfaction were more likely to have higher turnover intentions when POS was low. This highlights the critical role of organisational support in retaining employees. Consistent findings were also reported by Yongxing et al. (2017), who found that POS moderated the relationship between work engagement and objective task performance among 1,049 customer service employees in South China. Their results demonstrated that the positive effect of work engagement on performance was stronger when POS was high, further reinforcing the importance of POS in enhancing positive work outcomes. Based from the literature, the second hypothesis of the research were:

H2: Perceived organisational support moderates the negative relationship between employee engagement and turnover intention among manufacturing employees.

Methodology

This study adopted a quantitative and cross-sectional research design, in which data were collected at a single point in time using a self-administered questionnaire. The cross-sectional approach, while less time consuming and cost-efficient, enabled the examination of relationships among variables at a specific situation. The study population comprised manufacturing employees in Southern Malaysia, particularly in Johor. This sector was selected due to the rapid development of the manufacturing industry in recent decades (Chellam, 2019). Furthermore, Johor's close proximity to Singapore has positioned it as a strategic and attractive location for industrial growth, especially in manufacturing. According to the Johor Economic Planning Division report 2024, the manufacturing sector contributed 30.2% to the state's economy in 2022, making it the second-largest contributor after the services sector (MIDF, 2024). A total of 151 samples from several manufacturing firms were collected in the study. The samples were recruited using convenience and snowball sampling techniques, with questionnaires distributed through both physical and online platforms.

Employee engagement was measured using the Gallup Q12 Employee Engagement Survey. Responses were recorded on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). POS was assessed using the shortened version of the Survey of Perceived organisational Support (SPOS) consisting of eight items developed by Allen and Meyer (1990). This instrument employed a 7-point Likert scale, ranging from 0 (strongly disagree) to 6

(strongly agree). Turnover intention was measured using the scale originally developed by Roodt (2004) and later adapted to six items by Bothma and Roodt (2013). All the instruments demonstrated satisfactory internal consistency, with Cronbach's alpha values of 0.937 for employee engagement, 0.813 for perceived organisational support, and 0.741 for turnover intention. The collected data were analysed using the Statistical Package for the Social Sciences (SPSS) to perform both descriptive and inferential statistical analyses, including multiple linear regression.

Results

Respondents Profile

The preliminary analysis of the study found that all variables were normally distributed and contained no outliers. Therefore, all 151 samples were analysed in this study, which involved seven manufacturing companies. In terms of gender, females constituted a slightly higher proportion of respondents (53%) than males (47%), indicating a marginal gender difference. Regarding age, the largest proportion of respondents were aged between 20 and 29 years (47%), followed by those aged 30–39 years (34%). Smaller proportions were observed among respondents aged below 20 years (10%) and those aged 40 years and above (9%). In terms of service period, the majority of the respondents had worked for their organisations for two years or less (36%) or between three and five years (37%). This was followed by respondents with six to eight years of service (16%) and those with more than eight years of service (11%). Overall, the findings indicate that the respondents represented a diverse demographic profile in terms of gender, age and length of service.

The Level of Employee Engagement and Turnover Intention

As shown in Table 1, the overall level of employee engagement among manufacturing employees was moderate, with an average mean score of 3.62, which falls within the moderate range (2.34–3.67). The majority of respondents (85; 56%) reported a moderate level of employee engagement, followed by 56 respondents with high engagement levels, while only 10 respondents exhibited low engagement. Similarly, the level of turnover intention was found to be moderate, with an average mean score of 2.92. Most respondents (74; 49%) reported a moderate level of turnover intention, while 39 respondents exhibited high turnover intention and 38 respondents reported low turnover intention. Overall, the distribution of respondents across the three turnover intention levels was relatively balanced.

Table 1

The level of employee engagement and turnover intention

Level	Employee Engagement	Turnover Intention
High	56 (37%)	39 (26%)
Moderate	85 (56%)	74 (49%)
Low	10 (7%)	38 (25%)

The Effect of Employee Engagement on Turnover Intention

Table 2 shows that the employee engagement had a negative effect on turnover intention, indicating that higher levels of employee engagement are associated with lower turnover intention. The simple linear regression analysis revealed a statistically significant negative relationship between employee engagement and turnover intention. The correlation

coefficient ($R = -0.71$) indicates a moderately strong negative relationship between the two variables.

Table 2

The Influence of employee engagement and POS on turnover intention

Variable	Beta	t-value	p-value
Employee Engagement	-0.83	-10.65	0.001
Interaction Term (EE*POS)	-0.37	-4.75	0.02
R	-0.71		
R ²	0.5*		
F	113.54		

Furthermore, the R² value of 0.5 suggests that employee engagement and its interaction with POS explains 50% of the variance in turnover intention, indicating a substantial predictive effect. The regression coefficient ($\beta = -0.83$, $p < 0.05$) shows that turnover intention decreases by 0.83 units for every one-unit increase in employee engagement. These results imply that employees with lower engagement levels are more likely to exhibit higher turnover intention. In summary, the findings provide strong empirical support for a negative influence of employee engagement on turnover intention, confirming it as one of the strong predictor of turnover intention. Therefore, H1 is supported.

The Moderating Effect of Perceived organisational Support on The Relationship between Employee Engagement and Turnover Intention

The results of the moderated regression analysis are presented in Table 2. The analysis tests whether POS moderates the relationship between employee engagement and turnover intention through the inclusion of an interaction term between mean-centered employee engagement and mean-centered POS. The interaction term is statistically significant ($\beta = -0.37$, $p < 0.05$), indicating that POS significantly alters the strength of the relationship between employee engagement and turnover intention.

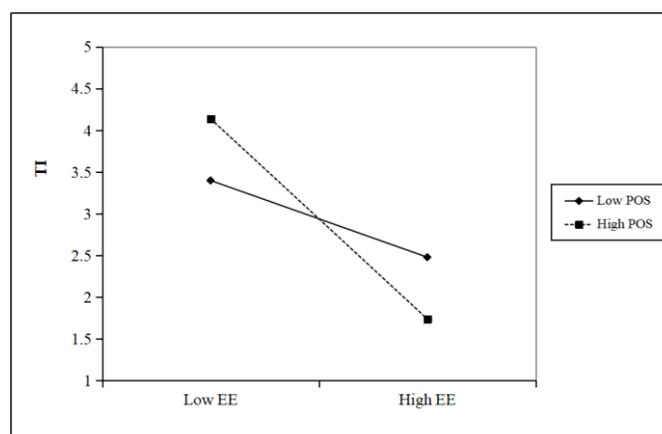


FIGURE 1. The moderating effect of POS

Specifically, the negative coefficient suggests that higher levels of POS strengthen the negative association between employee engagement and turnover intention, thereby reinforcing the retention effect of employee engagement, see Figure 1. Although the

magnitude of the interaction effect is modest, its statistical significance provides empirical support for the proposed moderating role of POS. Accordingly, Hypothesis 2 is supported.

Discussion

The findings of this study show the moderate level of employee engagement among manufacturing employees, with most respondents reporting moderate engagement and only a minority at the low end. Moderate engagement levels suggest that while employees are somewhat involved and committed to their work, there may still be gaps in motivation, satisfaction, or support that prevent higher engagement. Previous studies have similarly reported moderate engagement levels within the manufacturing sector, often attributing this to demanding work environments, repetitive tasks, and limited autonomy and resource (Galanakis, & Tsitouri, 2022; Saks, 2006). Moderate engagement implies that employees are neither disengaged nor fully energized, which may limit their willingness to exert discretionary effort or fully align with organizational goals.

Similarly, turnover intention in this study was **moderate**, with a relatively balanced distribution across low, moderate, and high levels. This suggests that while many employees are not actively planning to leave, a substantial proportion remains open to alternative employment opportunities, which can pose risks to workforce stability if organizational conditions deteriorate. Employees who are only moderately engaged may lack the emotional attachment and sense of purpose necessary to discourage thoughts of leaving. In manufacturing settings, factors such as limited career progression, work-related stress, and perceived inequities may further intensify turnover intentions, even among employees who are reasonably engaged (Arokiasamy et al., 2022; Hom, Lee, Shaw, & Hausknecht, 2017). Taken together, these patterns underline the importance of HR strategies that elevate engagement and address workplace factors influencing employees' intent to stay.

The findings of this study demonstrate that employee engagement has a significant and negative effect on turnover intention among manufacturing employees. This indicates that higher levels of employee engagement are associated with lower intentions to leave the organisation, suggesting that engaged employees are less likely to consider voluntary turnover. The regression results further reveal that employee engagement exhibits strong predictive power in explaining variations in turnover intention, underscoring its central role as a key determinant of employee retention within the manufacturing sector. These findings highlight the critical importance of sustaining high levels of employee engagement as a strategic mechanism for mitigating turnover intention. Given the competitive and labor-intensive nature of the manufacturing industry, organisations that fail to actively foster employee engagement may face heightened risks of workforce instability.

The results of this study are consistent with prior empirical research that has reported a significant negative relationship between employee engagement and turnover intention (Alias et al., 2018; Juliantara et al., 2020; Santhanam, & Srinivas, 2020). This alignment with existing literature strengthens the generalizability of the present findings and suggests that the inverse relationship between employee engagement and turnover intention is robust across different organisational and industrial contexts. For instance, Moy (2015) reported similar findings among academicians in Malaysian private institutions, indicating that the effect of employee engagement on turnover intention extends beyond the manufacturing

sector. Likewise, the study by Juliantara et al. (2020), conducted within the hospitality industry, further supports the cross-industry relevance of employee engagement as a critical factor in employee retention. Taken together, these findings across diverse sectors emphasize the universal importance of employee engagement in reducing turnover intention supporting the idea that boosting engagement may help reduce employees' thoughts about leaving their jobs. Therefore, organisations must prioritize initiatives that enhance and sustain employee engagement, as doing so not only strengthens employees' attachment to the organisation but also serves as a proactive approach to minimizing turnover-related costs and operational disruptions.

The findings of this study demonstrate that POS significantly moderates the relationship between employee engagement and turnover intention among manufacturing employees in Johor Bahru. Specifically, higher levels of POS strengthen the negative association between engagement and turnover intention, suggesting that organisational support enhances the extent to which engagement reduces employees' desire to leave. This aligns with theoretical expectations from Organisational Support Theory, which posits that employees who perceive stronger organisational care and valuation are more likely to reciprocate with attitudinal and behavioral commitment, thereby intensifying the retention benefits of engagement. Prior research also indicates that organisational resources like POS can buffer or amplify the effects of engagement on outcomes such as turnover intentions and job attitudes, highlighting the conditional nature of engagement effects (Astuti et al., 2023; Orpina et al., 2022).

These results extend existing evidence by underscoring the interactive role of POS in shaping the dynamic association between engagement and turnover, rather than treating POS solely as a direct antecedent of turnover intention or engagement. While meta analytic work confirms consistent negative associations of both engagement and POS with turnover intention, contextual factors often influence the strength of these relationships (Zhu et al., 2023). The present research contributes to this literature by showing that, within manufacturing contexts characterized by high demands and performance pressures, POS not only directly supports retention but also enhances the potency of employee engagement in reducing turnover intention. This suggests that engagement initiatives may yield stronger retention outcomes when embedded within broader organisational support systems, reinforcing the value of integrative models that consider both individual-level engagement and organisational-level resources. Overall, the research findings suggest that high levels of engagement can strengthen employees' emotional attachment and sense of obligation to the organisation, thereby reducing their intention to leave especially during periods of high organisational support. Conversely, low POS may intensify turnover intentions, as disengaged employees are less likely to feel supported or valued, making them more inclined to seek opportunities elsewhere.

Implication and Recommendation

To effectively translate these findings into practice, human resource functions should critically review and strengthen the existing HR policies, particularly in performance management, to ensure transparency and fairness. Clear performance standards, supportive work environments, and meaningful employee development initiatives such as training and mentoring are essential for sustaining employee engagement. In addition, managers and leaders play a crucial role in fostering engagement through open communication and regular

interactions with employees, which allow organisations to identify emerging concerns and address disengagement before it leads to turnover intention.

Consistent with prior research, the findings of the study confirm that higher levels of employee engagement and POS are associated with a reduced likelihood of employee turnover intention. Therefore, manufacturing organisations should implement systematic and evidence-based strategies to enhance and sustain employee engagement, as doing so is critical for improving employee retention and maintaining organisational stability. The study suggests that employee engagement can act as a buffer against turnover intention with adequately supported by organizational practices such as recognition, career development, and a supportive work environment.

This study also reinforces the turnover model by demonstrating that employee engagement significantly reduces turnover intention, as engaged employees are more likely to reciprocate positive work experiences with continued organisational commitment rather than withdrawal. The findings extend existing engagement–turnover literature by confirming the robustness of this relationship within the manufacturing sector, a context that remains underrepresented in prior research. Furthermore, the study advances Social Support Theory by identifying perceived organisational support as a significant moderator of the engagement–turnover relationship. The results indicate that the retention effect of employee engagement is strengthened under conditions of high organisational support, highlighting the importance of contextual and interaction-based explanations in understanding employee turnover intention.

Despite its contributions to the literature on employee engagement and turnover intention within the manufacturing sector, this study is subject to several limitations. First, the cross-sectional research design restricts the ability to infer causal relationships among variables, as it captures employee perceptions at a single point in time. While significant associations can be identified, causal direction would be difficult to establish. Future research should therefore employ longitudinal designs to examine changes in engagement, perceived organisational support, and turnover intention over time and to strengthen causal inferences. Second, this study focuses exclusively on perceived organisational support as a moderating variable, which may limit the explanatory scope of the model. Future studies are encouraged to incorporate additional contextual and individual factors, such as leadership styles and personality traits, as mediating or moderating variables to develop a more comprehensive understanding of the mechanisms underlying the employee engagement and turnover intention relationship.

Conclusion

This study investigated the moderating role of perceived organisational support (POS) in the relationship between employee engagement and turnover intention among manufacturing employees in Johor Bahru using a quantitative, cross-sectional survey design. The findings revealed moderate levels of employee engagement and turnover intention, with results showing a significant negative relationship between employee engagement and turnover intention, indicating that higher engagement reduces employees' intention to turnover. Importantly, the study contributes to the literature by providing empirical evidence that POS strengthens this relationship, highlighting the combined importance of engagement and

organisational support in reducing turnover intention within the manufacturing sector. Despite these contributions, the study is limited by its cross-sectional design, reliance on self-reported data, and focus on a single industry and location, which may affect causal interpretation and generalizability. Future research is encouraged to employ longitudinal or mixed-method approaches and explore additional moderating or mediating variables to further clarify the dynamics between employee engagement, perceived organisational support, and turnover intention.

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