

**Employees' intention to quit under the moderate impact of supervisor support – A case study in industrial parks in Hai Phong city**<sup>1</sup>Assoc. Prof. Dr. Hoang Van Hoan, Ho Chi Minh National Academy of Politics, Vietnam. [hoanhvct@gmail.com](mailto:hoanhvct@gmail.com)<sup>2</sup>Dr. Nam Danh Nguyen, Thanh Dong University, Hai Phong City, Vietnam. [namnd@thanhdong.edu.vn](mailto:namnd@thanhdong.edu.vn). ORCID ID: 0000-0002-0744-4793

**Abstract:** The study aims to identify the factors driving employees' intention to quit their jobs in industrial parks in Hai Phong City, under the moderate influence of supervisor support. It surveyed 288 respondents working in enterprises within Hai Phong's industrial parks. The results of the linear regression analysis show that emotional exhaustion, work-related stress, work-family conflict, and lack of personal accomplishment increase employees' intention to quit in these parks. Additionally, supervisor support plays an important moderating role in reducing the intention to quit. Based on these findings, the study suggests several implications to help enterprises develop effective human resource management policies, retain employees, ensure sustainable growth, and enhance their competitiveness.

**Keywords:** Intention to quit, Industrial parks, Supervisor support, Hai Phong City, Emerging economy

## 1. Introduction

Research on organizational behavior plays a vital role in supporting and enhancing human resource outcomes in organizations. The behavior related to employees' intention to quit is a key topic that attracts significant attention from human resource managers and scholars (Nguyen, 2024). The intention to quit reflects an employee's desire to exit the organization, especially in high-pressure work environments that can easily lead to depression and exhaustion among employees (Huynh & Nguyen, 2023). Work-related stress has proven to be an unavoidable factor contributing to emotional exhaustion and a stressor that reduces work efficiency and increases the likelihood of quitting.

Hai Phong city is a central industrial, seaport, and logistics hub in the Northern region, and boasts the highest industrial park development rate in Vietnam. However, businesses within Hai Phong's industrial parks face a significant challenge, such as a high turnover rate among employees, with many quitting their jobs, changing jobs, or quitting suddenly. According to the Department of Labor, War Invalids and Social Affairs of Hai Phong City (2024), the employee quitting rate in industrial zones has been rising each year, especially in manufacturing sectors that employ many unskilled workers. Workers in these zones experience a turnover rate ranging from 15 percent to 25 percent annually, with some export-order manufacturing companies recording turnover rates of up to 30 percent. Over the years, a number of domestic and foreign studies have explored factors influencing employees' intention to quit in a various of fields, for example, Preechawong et al. (2021) have shown that emotional exhaustion, personal accomplishment, depersonalization, job satisfaction and life satisfaction have a significant influence on the intention to quit of vocational teachers. Recently, Nguyen (2024) examined the intention of grassroots health employees in Hanoi to quit, focusing on pay satisfaction, organizational commitment, and job satisfaction. Finally, Tran and Ngo (2024) explained that employees' intention to quit their jobs in organizations within the restaurant and hospitality sector in Vietnam is influenced by work pressure and skepticism toward the organization. Therefore, although employees' intent to quit has been considered, studies focusing on workers in industrial parks in Hai Phong city remain scarce, as indicated by the few relevant publications. Consequently, this study was conducted to address this research gap by performing an experimental survey of workers in industrial parks in Hai Phong city.

The article is organized into six sections. Section 1 is the introduction. Section 2 covers the literature review, models, and research hypotheses. Section 3 describes the research methods. Section 4 shares the research results. Section 5 discusses the findings and implications. Finally, Section 6 includes the conclusion and some limitations of the study.

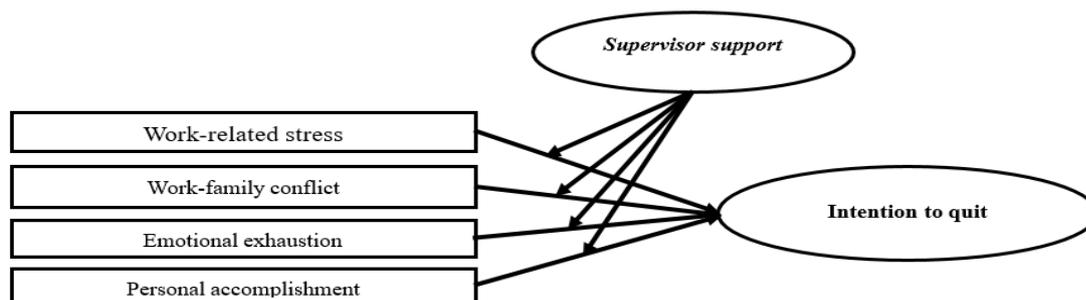
## 2. Literature review and hypothesis development

### 2.1. Intention to quit

Intention to quit is a term that describes the process by which employees carefully consider being ready to leave the organization, and it is a warning sign for actual quitting behavior (Vandenberg & Nelson, 1999). The intention to quit is the employee's sense of voluntarily changing from the current working environment to the new working environment (Nguyen, 2020). Thus, the intention to quit is the employee's pre-prepared expectation of changing jobs or terminating as a member of the organization (Nguyen, 2024).

### 2.2. Analytical framework

The two fundamental theories used to construct the research model are the Conservation of Resources Theory (COR) and the social exchange theory (SET). COR, developed by Hobfoll (1989), illustrates a close link between social support and work-related stress. The core principle of COR is that people consistently tend to gather, preserve, and defend personal resources to effectively respond to external demands, especially those in the professional environment (Hobfoll, 2002). A shortage of resources can prevent a worker from completing a task. Therefore, the risk of resource shortages is one of the causes of stress for workers (Sanchez-Gomez et al., 2021). According to COR, resources include physical and non-material assets owned by individuals or supported from outside, including social support. Support from those around them can help workers reduce stress at work (Huynh & Nguyen, 2023). Complementary to COR in this study is SET. This theory was developed by Blau (1964) and refers to the voluntary and mutually beneficial exchange between two parties, usually between the employee and the employer. If employees receive less (support, recognition, rewards) than they contribute (effort, time, emotions), they perceive the relationship as unfair, which can lead to the intention to leave the organization. However, according to SET, organizations can restore balance in social exchange through supervisor support, thereby reducing the intention to leave. Additionally, the author has thoroughly reviewed previous studies related to employees' intention to leave in various fields, such as Lu et al. (2017), Omar et al. (2020), Elci et al. (2018), Kazmi et al. (2020), Bayer et al. (2021), and Huynh and Nguyen (2023), to propose a research framework shown in Figure 1 below:



**Figure 1: Research model** [Source: Construction by the author]

### 2.3. Hypothesis development

Work-related stress is a negative reaction employees have to demands or pressures in the work environment that are beyond their control (Wickramasinghe & Wickramasinghe, 2012). According to Jamal (2005), work-related stress arises from insecurities such as physical or mental threats, or pressure related to time, workload, and the nature of work. These factors impact employees' physical and mental health, reduce work efficiency, lower engagement levels, and can even increase the likelihood of leaving the organization (Arshadi & Damiri, 2013). Larson's (2004) research indicates that stress can originate from any aspect of the work environment where employees feel threatened or under constant pressure. When work demands exceed their ability to meet them, it increases stress and makes workers more prone to falling into a state of fatigue or exhaustion (Omar et al., 2020; Lu et al., 2017). The persistent imbalance between personal competence and work demands is a major cause of chronic stress. According to Chen et al. (2015), the higher the stress level at work, the more likely employees are to leave the organization. Because prolonged stress damages job satisfaction, it leaves employees unmotivated to stay engaged long-term. Nguyen and Uong (2023) also show that work-related stress not only reduces satisfaction but also weakens organizational commitment, increasing employees' intention to quit. Based on the above arguments, the proposed research hypothesis is as follows:

*H1: Work-related stress has a positive effect on the intention to quit.*

In today's busy world, balancing work and family is a significant challenge for workers, especially in industrial parks where the work pace is fast, the workload is heavy, and time spent with family decreases. The studies of Ioannidi et al. (2016) and Hanna et al. (2017) highlight that workers who can balance work and family tend to achieve greater success than those who frequently face work-family imbalances. Work-family conflict often arises from three main aspects: time imbalances, relationship conflicts, and differences in attitudes and values. According to Lu et al. (2017), when workers have a harmonious relationship with their families, they tend to dedicate more time and energy to work and professional commitments. Conversely, when conflict arises, it hampers employees' positive emotions and negatively impacts their mental state (Wright & Cropanzano, 2000), which in turn decreases concentration, work performance, and increases the desire to quit (Fu & Deshpande, 2014; Tufail et al., 2016). Individuals aim to affirm their social identity by successfully fulfilling various social roles. However, when roles at work and in the family clash, the individual cannot excel in both, leading to frustration, psychological stress, and withdrawal from the current environment. Many workers face ongoing pressure to balance work and family roles, resulting in sustained stress (Hausknecht & Trevor, 2011). They tend to seek out a different work environment where less stress is expected and that allows them more time to spend with their family to reduce stress (Kazmi et al., 2020; Lu et al., 2017). If employees realize that a new job can offer a better balance between responsibilities, they will form the intention to quit their jobs (Myhren et al., 2013). The studies by Blomme et al. (2010), Chen et al. (2015), and Nohe and Sonntag (2014) agree that if workers cannot overcome the stresses caused by this conflict, they are very likely to quit their jobs. Prolonged conflict negatively impacts work performance and motivation to contribute (Fu & Deshpande, 2014). Based on these points, the proposed research hypothesis is as follows:

*H2: Work-family conflict has a positive effect on the intention to quit.*

Emotional exhaustion is a state of decreased psychological energy when an individual feels mentally drained after prolonged periods of constant work pressure (Wright & Cropanzano, 2000). Employees in this state often tend to be chronically tired, have difficulty controlling their emotions, and are no longer interested in their current jobs. According to Kazmi et al. (2020), if individuals realize that they no longer have enough mental resources to meet job requirements, they develop a mentality of wanting to give up on the organization. Prolonged stress not only erodes morale but also leads to a loss of motivation to work and makes workers feel that they are "drained" both physically and emotionally (Lee & Ashforth, 1996). Exhaustion causes individuals to become more likely to fall into resignation, apathy, and decreased attachment to the organization (Payne, 2001). According to Maslach and Jackson (1981), emotional exhaustion is one of three signs of exhaustion, alongside feelings of depersonalization and a sense of reduced personal achievement. Emotional exhaustion not only decreases productivity but also leads to more absenteeism, less innovation, and higher intentions to leave among employees (Ashtari et al., 2009). Based on these points, the proposed research hypothesis is as follows:

*H3: Emotional exhaustion has a positive effect on the intention to quit.*

Personal accomplishment serves as an indicator of an employee's ability to complete a job. If it declines, the individual feels that they are no longer suitable for the position they are in and begins to doubt their competence (Pienaar & Willemsse, 2008). It is a state characterized by frustration, loss of motivation, and decreased self-esteem, which then increases the desire to leave the organization in search of a better environment. The decline in personal achievement is often linked to increasing work pressure, mental fatigue, or a lack of support from the organization. It not only negatively affects employee morale and mindset but also impacts the overall quality of work (Kazmi et al., 2020). According to Bayer et al. (2021), employees with poor performance often experience decreased work enthusiasm, higher leave rates, and less engagement with the organization. Additionally, Elci et al. (2018) also noted that in high-pressure environments, workers who feel they are not meeting expectations are more likely to leave in search of opportunities that better match their skills. Therefore, maintaining the current position is no longer seen as a motivation for development but instead becomes a psychological burden, increasing the tendency to leave the organization. Based on the above points, the research hypothesis is proposed as follows:

*H4: Personal accomplishment has a positive effect on the intention to quit.*

Supervisor support includes actions such as giving positive feedback, listening to difficulties, providing timely information, or facilitating work-life balance for employees (Yoon & Thye, 2000). Furthermore, support from supervisors not only promotes work performance but also helps maintain employee engagement and loyalty (Rhoades & Eisenberger, 2002). Studies have shown that the level of supervisor support directly influences employees' perceptions, attitudes, and behaviors (Babin & Boles, 1996; Shanock & Eisenberger, 2006). Supervisors, as representatives of the organization, influence how employees respond to the support they receive. Employees may increase their efforts and improve performance when they feel supported, or they may develop a depressed mentality and feel alienated from the organization if support is lacking (Zhou et al., 2016). Numerous empirical studies show that this support can reduce feelings of exhaustion, help employees maintain their mental health, and decrease their intention to quit their jobs (Charoensukmongkol, 2016; Gilbreath & Benson, 2004). According to Choi et al. (2012), supervisor support weakens the negative relationship between exhaustion and the intention to quit. If employees feel cared for and supported promptly, they tend to stay with the organization longer, even in stressful working conditions. Employees who feel empathy and receive help during tough times are less likely to seek a different work environment. On the other hand, a lack of support not only increases psychological isolation but also encourages deviant behavior and raises turnover rates (Menguc et al., 2013; Khan et al., 2015). Thus, it can be seen that support from supervisors acts as a crucial moderator, helping to weaken the negative impact of psychological factors such as exhaustion or conflict on the intention to quit. Based on the above arguments, the proposed research hypothesis is:

*H5: Supervisor support moderates the relationship between (a) work-related stress, (b) work-family conflict, (c) emotional exhaustion, (d) personal accomplishment, and the intention to quit.*

**3. Methodology:** The preliminary scale is based on the inheritance from studies by Lu et al. (2017), Omar et al. (2020), Elci et al. (2018), Kazmi et al. (2020), Bayer et al. (2021), Huynh and Nguyen (2023). Simultaneously, the author held discussions with managers and

employees at enterprises in the Hai Phong City industrial park, along with consultations with economic experts, to examine the relationship between factors in the proposed model and the content of the observed variables of the scale. This was done to ensure the objectivity and purpose of the research before including it in the formal survey. The results of the discussion indicated that all participants agreed with the initial scale. However, some observed variables needed adjustments to ensure clarity and avoid confusion during the survey. The formal scale includes 26 observed variables. The study used a 5-point Likert scale, ranging from 1 – Strongly disagree to 5 – Strongly agree.

The sample size in the study was determined based on the recommendation by Hair et al. (2010) in the exploratory factor analysis (EFA) to ensure an appropriate level of significance. The study selected the best ratio to maintain the integrity of the analysis and to prevent invalid responses from being discarded during the cleaning process, which affected the required sample size, ultimately resulting in 650 survey questionnaires. The study uses a convenient non-probability sampling method, and the survey questionnaires are distributed indirectly to employees working in enterprises within large industrial zones in Hai Phong City from January 2025 to March 2025. As a result, 288 valid responses were eligible with a response rate of 44.3 percent.

The study employs the MMR modulation variable regression model to test the hypothesis (Baron & Kenny, 1986). According to the MMR regression analysis method, the interactive variable used in the final model is created using the centering technique (subtracting the value of that variable from its mean). This begins with centering the observed variables (the independent variable and the moderating variable), followed by multiplying the centered moderating variable by each independent variable that has also been centered to form the interactive variable. The research model is represented by three regression equations as follows:

(1) The regression equations illustrate the impact of independent variables on the dependent variable:

$$ITQ = \beta_0 + \beta_1 * cWS + \beta_2 * cWC + \beta_3 * cEE + \beta_4 * cPA$$

(2) The regression equation shows the effect of the independent factor and the regulating factor (independent factor) on the dependent factor:

$$ITQ = \beta_0 + \beta_1 * cWS + \beta_2 * cWC + \beta_3 * cEE + \beta_4 * cPA + \beta_5 * cSS$$

(3) The regression equations illustrate the impact of independent variables, moderating variable, and interacting variables on the dependent variable:

$$ITQ = \beta_0 + \beta_1 * cWS + \beta_2 * cWC + \beta_3 * cEE + \beta_4 * cPA + \beta_5 * cSS + \beta_6 * cSS.WS + \beta_7 * cSS.WC + \beta_8 * cSS.EE + \beta_9 * cSS.PA$$

In which:

ITQ (Dependent variable): The intention to quit

SS (Moderate variable): Supervisor support

Independent variables (X<sub>i</sub>): Work-related stress (WS), Work-family conflict (WC), Emotional exhaustion (EE), Personal accomplishment (PA).

Interaction variables: Supervisor support and Work-related stress (SS.WS), Supervisor support and Work-Family Conflict (SS.WC), Supervisor support and Emotional Exhaustion (SS.EE), Supervisor support and Personal accomplishment (SS.PA).

β<sub>k</sub>: Regression Coefficient.

#### 4. Research results

The analysis results in Table 1 show that the research sample reflects a typical labor force in industrial parks in Hai Phong city, consisting mostly of young workers with average education levels, moderate income, and a fairly balanced gender distribution.

**Table 1: Sample characteristics**

Characteristics		Frequency	Ratio
Gender	Male	148	51.4
	Female	140	48.6
Age	From 20 years old to 25 years old	89	30.9
	Over 25 years old to 30 years old	103	35.8
	Over 30 years old to under 40 years old	74	25.7
	Over 40 years old	22	7.6
Income	From 5 million to less than 7 million	86	29.9
	From 7 million to less than 10 million	134	46.5
	From 10 million or more	68	23.6
Education	High School	119	41.3
	College/Intermediate	97	33.7
	University	72	25.0

Source: Analysis results from SPSS 26

The results in Table 2 indicate that workers in industrial parks in Hai Phong City experience a relatively high level of work-related stress (Mean = 3.68), emotional exhaustion (Mean = 3.53), and a notable intention to leave their jobs (Mean = 3.61). Additionally, work-family conflict (Mean = 3.45) and a sense of personal accomplishment (Mean = 3.38) highlight the negative effects of the work environment on employee performance and mental health. Notably, supervisor support scores the highest with an average of 4.06, suggesting that most employees feel cared for, listened to, and supported by their direct managers. A highly supportive monitoring system serves as psychological support, helping employees stay motivated, reduce pressure, and prevent exhaustion at work.

**Table 2: Descriptive statistics**

Scales	Sign	Mean	SD
Work-related stress	WS	3.68	0.71
Work-family conflict	WC	3.45	0.74
Emotional exhaustion	EE	3.53	0.76
Personal accomplishment	PA	3.38	0.79
Supervisor support	SS	4.06	0.78
Intention to quit	ITQ	3.61	0.73

Source: Analysis results from SPSS 26

The results in Table 3 showed that the Cronbach's Alpha coefficient of all factors was greater than 0.7, satisfying the requirements of Hair et al. (2010), indicating that the scales had high internal consistency. Simultaneously, the Corrected Item-Total Correlation of observed variables exceeded 0.3, reflecting the degree of close association between each observed variable and the overall scale. Additionally, the Cronbach's Alpha if an item was deleted is smaller than the total Cronbach's Alpha, indicating that no observed variables reduce the overall reliability of the scale. Therefore, all scales demonstrate reliability and discriminant validity, meeting the conditions to proceed with exploratory factor analysis (EFA).

**Table 3: Reliability analysis results**

Items	Cronbach's Alpha	Corrected Item-Total Correlation	Cronbach's Alpha if items deleted
Work-related stress			
WS1	0.837	0.639	0.821
WS2		0.605	0.808
WS3		0.583	0.795
WS4		0.567	0.782
WS5		0.614	0.764
Work-family conflict			
WC1	0.819	0.627	0.803
WC2		0.610	0.781
WC3		0.635	0.772
WC4		0.642	0.756
Emotional exhaustion			
EE1	0.802	0.591	0.797
EE2		0.645	0.773
EE3		0.622	0.763
EE4		0.638	0.750
Personal accomplishment			
PA1	0.824	0.579	0.816
PA2		0.552	0.809
PA3		0.541	0.794
PA4		0.545	0.785
Supervisor support			
SS1	0.805	0.614	0.779
SS2		0.629	0.768
SS3		0.575	0.755
SS4		0.530	0.746
SS5		0.611	0.739
Intention to quit			
ITQ1	0.831	0.562	0.810
ITQ2		0.511	0.791
ITQ3		0.579	0.787
ITQ4		0.534	0.774

Source: Analysis results from SPSS 26

The results in Table 4 showed that the KMO coefficient of 0.817 meets the requirements (greater than 0.5 and less than 1). Bartlett's test has a Chi-squared value of 8534.662 with a Significance level of  $0.05 < 0.000$ , which shows that the observed variables are linearly correlated with each other. The analysis of the rotated matrix identified four factors with an Eigenvalue above 1, and the total variance was more than 50%, consistent with the original theoretical model. Additionally, observed variables have factor loadings greater than 0.5, indicating a strong connection between each variable and its respective factor, so no variables were removed during the analysis. The results confirm that the scale achieved convergent validity (Hair et al., 2010).

**Table 4: EFA of independent variables**

Items	Factor			
	1	2	3	4
WC3	0.815			
WC1	0.806			
WC2	0.783			
WC4	0.769			
WS1		0.806		
WS5		0.792		
WS3		0.771		
WS4		0.765		
WS2		0.753		
PA1			0.784	
PA4			0.770	
PA3			0.767	
PA2			0.758	
EE4				0.823
EE1				0.811
EE2				0.799
EE3				0.786
% of Variance	42.588	58.917	65.801	78.423
Eigenvalue	4.125	3.680	2.174	1.356

Source: Analysis results from SPSS 26

The results in Table 5 showed that the scale had a clear one-factor structure, ensuring convergence when the KMO coefficient reached 0.801 and the Sig. of Bartlett's test reached 0.000, satisfying the condition of being less than 0.05 (Hair et al., 2010). The Eigenvalue was greater than 1, observed variables converged well on a single factor, with the factor loadings exceeding 0.5, and the total extracted variance was 77.814 percent, exceeding the required 50 percent.

**Table 5: EFA of the moderate variable**

KMO coefficient = 0.801		
Bartlett's Test	Approx. Chi-Square	213.957
	df	5
	Sig.	0.000
Scale	Items	Loadings
Supervisor support	SS1	0.813
	SS5	0.798
	SS3	0.775
	SS4	0.764
	SS2	0.752
% of Variance		77.814
Eigenvalue		1.825

Source: Analysis results from SPSS 26

The analysis in Table 6 showed that the KMO coefficient was 0.827 and the Sig of Bartlett's test was less than 0.05, indicating that the data were suitable for analysis and that the observed variables were closely related. Additionally, with an Eigenvalue of 1.935, four observed variables were grouped together, accounting for a total variance of 79.109%, which demonstrates strong explanatory power.

**Table 6: EFA of dependent factor**

KMO coefficient = 0.827		
Bartlett's Test	Approx. Chi-Square	315.248
	df	4
	Sig.	0.000
Scales	Items	Loadings
Intention to quit	ITQ1	0.809
	ITQ3	0.793
	ITQ2	0.784
	ITQ4	0.772
% of Variance		79.109
Eigenvalue		1.935

Source: Analysis results from SPSS 26

The results in Table 7 show that the Sig is less than 0.05 and the Pearson correlation coefficient exceeds 0.5, satisfying the criteria established by Hair et al. (2010). Simultaneously, the correlation coefficients among independent factors are within acceptable levels, indicating no evidence of multicollinearity in the data. Additionally, the normalization of the factors (centering) does not significantly alter the correlation values among them, so the factors are suitable for inclusion in the following regression analysis.

**Table 7: Correlation Analysis**

	ITQ	WS	WC	EE	PA	SS
ITQ	1					
WS	0.649**	1				
WC	0.713**	0.231**	1			
EE	0.688**	0.284*	0.214**	1		
PA	0.745**	0.199**	0.195**	0.258**	1	
SS	0.727**	0.203**	0.262*	0.227*	0.196**	1

Source: Analysis results from SPSS 26

**Table 8: Model Summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SD	Durbin-Watson
1	0.641 <sup>a</sup>	0.627	0.619	0.285	1.737
2	0.758 <sup>a</sup>	0.736	0.715	0.314	1.798
3	0.796 <sup>a</sup>	0.778	0.762	0.367	1.826

Source: Analysis results from SPSS 26

The results in Tables 8 and 9 show that the model improves significantly at the testing stages. In model 1, when only independent variables were considered, the adjusted R<sup>2</sup> reached 0.619, meaning these factors explained 61.9% of the variation in employees' intention to quit. When the moderate variable (Supervisor support) was added in model 2, the adjusted R<sup>2</sup> increased to 0.715, indicating that supervisor support has a significant additional effect on the model. In model 3, when interactive variables were considered, the adjusted R<sup>2</sup> continued to grow and reached 0.762. This demonstrates that the interaction terms (between supervisor support and independent variables) have a strong moderating role, increasing the model's explanatory power. Therefore, the author chooses model 3 to explain the results in the next section. The Durbin-Watson statistic ranges from 1.737 to 1.826, which is within the acceptable range (1.5-2.5), indicating no residual autocorrelation. The standard error of the estimates remains stable across models, suggesting that the model is reliable.

**Table 9: Results of regression weights of models**

	Model 1		Model 2		Model 3	
	Beta	VIF	Beta	VIF	Beta	VIF
cWS	0.263*	1.342	0.319**	1.274	0.324**	1.295
cWC	0.308**	1.295	0.357**	1.203	0.316*	1.306
cEE	0.241*	1.118	0.288*	1.156	0.385**	1.184
cPA	0.225**	1.186	0.324**	1.212	0.297**	1.237
cSS			- 0.308*	1.178	- 0.271**	1.338

cSS.WS	- 0.219*	1.254
cSS.WC	- 0.243**	1.187
cSS.EE	- 0.206**	1.354
cSS.PA	- 0.198**	1.232

\* significant at  $p < 0.05$ ; \*\* significant at  $p < 0.01$   
a. Dependent Variable: ITQ

Source: Analysis results from SPSS 26

The results of the hierarchical regression analysis for each model show that the VIF values in three models are below two and above 1, indicating no multicollinearity. The Sig values for the t tests meet the criterion of being less than 0.05, confirming that the models are statistically significant. The final regression equation based on the standardized Beta coefficient is as follows:

$$ITQ = + 0.385*cEE + 0.324*cWS + 0.316*cWC + 0.297*cPA - 0.271*cSS - 0.243*cSS.WC - 0.219*cSS.WS - 0.206*cSS.EE - 0.198*cSS.PA$$

## 5. Discussions and Implications

### 5.1. Discussions

The analysis identified four factors that negatively influence employees' intention to quit, with their impact decreasing in order: emotional exhaustion, work-related stress, work-family conflict, and personal accomplishment. Notably, emotional exhaustion has the most potent effect on the intention to quit, as it reflects fatigue, loss of motivation, and diminished attachment to work when employees are emotionally overwhelmed for an extended period. Not only does it serve a moderate function, but it also has a direct and statistically significant impact on employees' intention to quit, with a negative regression coefficient. It indicates that if employees receive ample attention, timely, and practical support from their supervisors, their likelihood of intending to quit decreases significantly. In high-pressure work environments like industrial parks, a supervisor's role extends beyond overseeing performance; it also involves providing attention, encouragement, and support to employees as they face challenges. When employees feel supported, such as being able to share clear information, receive wholehearted guidance, have their rights protected, or have someone to help solve problems at work and in life, they tend to feel more secure, valued, and connected to the organization. Support from management also helps reduce the negative effects of factors like work stress, emotional exhaustion, or conflicts between work and family, thus helping employees maintain a stable psychological state and minimizing feelings of being overwhelmed or unrecognized. Conversely, if the supervisor is indifferent, lacks interaction, or is unable to provide effective support, employees are more likely to feel isolated, lose motivation, and soon consider leaving the organization.

Simultaneously, the regression analysis results also indicated that the interaction variables between "supervisor support" and factors such as work-related stress (cSS.WS), work-family conflict (cSS.WC), emotional exhaustion (cSS.EE), and personal accomplishment (cSS.PA) had negative regression coefficients and were statistically significant. It shows that supervisor support acts as an important moderating factor in the relationship between factors that influence employees' intention to leave; support from supervisors is likely to weaken the link between risk factors and the intention to quit. Supervisor support serves as a form of "psychological support" that helps employees lessen negative emotions, feel more understood, connected, and secure in the workplace. An employee experiencing emotional exhaustion but receiving empathy, encouragement, and fair workload adjustments from their manager will likely feel less overwhelmed and disoriented, which decreases the likelihood of wanting to leave the organization.

**Table 10: Results of moderate impact testing on Macro Process**

Mode	Int 1	coeff	se	t	p
	SS.WS	-0.1753	0.0835	- 5.4682	0.0001
	SS.WC	-0.1908	0.0627	- 4.9117	0.0000
	SS.EE	-0.1522	0.0751	- 4.5937	0.0003
	SS.PA	-0.1841	0.0803	- 3.6795	0.0002

Source: Analysis results from SPSS 26

### 5.2. Implications

Theoretically, this study enhances the social exchange theory and the Conservation of Resources Theory. Additionally, the study broadens the understanding of the moderating role of supervisor support, demonstrating its impact in reducing employees' intent to quit their jobs in the industrial parks of Hai Phong city. According to the author, this is the first study to elucidate this influence mechanism within a young workforce, which is particularly susceptible to emotions and personal relationships. This model thus serves as a valuable reference for regions with a young labor force, such as Hai Phong city.

Practically, this study provides valuable information for enterprise managers in Hai Phong city's industrial parks to help reduce employee turnover intentions. Based on the study's findings, some management implications are proposed as follows:

First, enterprises need to develop human resource management policies that focus on reducing stress at work by reasonably assessing workload, aligning tasks with employees' capacity and expertise, and removing complex processes. Excessive procedures cause unnecessary pressure. Additionally, it is essential to ensure a safe and friendly work environment, and to limit internal conflicts and tensions between superiors and subordinates to minimize psychological instability that may arise during the labor process.

Second, it is essential to enhance activities that support work-life balance for employees, especially those with families, young children, or those caring for relatives. Enterprises should consider flexible work hours, reasonable leave policies, organizing internal sessions on time management, and helping coordinate responsibilities between work and family. It will help employees avoid role conflicts, maintain psychological well-being, and increase their commitment to the organization.

Third, enterprises need to focus on the prevention and early detection of emotional exhaustion symptoms such as lost interest in work, irritability, decreased productivity, or frequent absences. Identifying these signs early allows for timely support measures. Enterprises should implement mental health programs, organize group activities, sports, or periodic vacations, and encourage employees to take time off to recharge, helping them regain their energy and reduce the risk of exhaustion.

Fourth, it is essential to improve the effectiveness of personal performance evaluations and positive reinforcement to prevent feelings of frustration, low self-esteem, or being unrecognized among employees. Enterprises should establish fair and transparent evaluation criteria, provide regular feedback on work performance, and create opportunities for learning and career growth.

Finally, it is essential to maximize the moderate role of supervisors in retaining employees. Enterprises need to organize training programs in soft skills, communication skills, emotional management, and team management for middle managers. They should be oriented to become a positive bridge between leaders and employees, able to listen, support problem-solving, and create positive motivation for employees.

## 6. Conclusion

The study examined employees' intention to leave in industrial parks of Hai Phong city using social exchange theory and COR, also exploring the moderating role of supervisor support. Although the study achieved its purpose, it has a limited sample size because it was only conducted in Hai Phong city. Therefore, future research can increase the sample size and expand the scope to include all industrial parks in the North, Central, and South regions of Vietnam.

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