

Supervisor Support on Job Satisfaction and Employee Turnover Intention

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ABSTRACT

This research aims to determine the effect of illegitimate tasks and supervisor support on job satisfaction and turnover intention among PT staff. Sumber Alfaria Trijaya in Tangerang City. Using a type of causality research with a quantitative method approach.

The population of this research is PT staff. Sumber Alfaria Trijaya in Tangerang City. The sampling method used was a non-probability sampling method using a purposive sampling technique, with a total sample of 129 Alfamart staff. Data analysis was carried out using SEM-PLS with the help of SmartPLS software.

The research results show that illegitimate tasks have no effect on job satisfaction, but have a positive effect on turnover intention. On the other hand, supervisor support has a positive effect on job satisfaction, but has no effect on turnover intention. Apart from that, job satisfaction has a negative effect on turnover intention.

1. INTRODUCTION

Rapid progress in the business world has increased competition among business people. Companies need to come up with new ideas in order to survive and compete. Apart from that, companies need to show serious commitment and provide good and attractive service (Pariascana & Trisnawati, 2022). To carry this out, qualified and skilled human resources are needed. Because HR plays a role in achieving company goals effectively and efficiently (Waspodu et al., 2013). Therefore, if business actors want to progress, they need to pay a lot of attention to their human resources (Santoso et al., 2023).

One of the problems often faced by organizations is turnover intention (Hughes et al., 2010) because it can affect the progress and destruction of an organization (Pariascana & Trisnawati, 2022). Factors such as individual characteristics and providing appropriate compensation also play a role in influencing the tendency for turnover intention among employees (Solikha & Rojuaniah, 2023). Employee dissatisfaction with the work environment also triggers turnover intention, which has the potential to hamper overall company performance (Imran et al., 2020). Therefore, affected employees tend to leave their jobs and look for new jobs, which results in higher costs for the company (Khasanah et al., 2021; Rinaldi & Ramli, 2023; Situmorang et al., 2023).

Illegitimate tasks can cause employees to leave the company because of the heavy workload (Ramli & Novariani, 2020; Rizky et al., 2023; Utama et al., 2020). Illegitimate tasks can cause discomfort because employees are required to do work beyond their capabilities and expertise (Semmer et al., 2010; Zhao et al., 2021). Furthermore, illegitimate tasks are usually given without training support or adequate compensation, which can cause job dissatisfaction, fatigue and can cause tension and pressure on workers (Stocker et al., 2010; Semmer et al., 2020). In addition, illegitimate tasks can cause health problems such as anxiety, depression, irritability and emotional exhaustion for workers (Imran et al., 2020; Mariam & Ramli, 2020; Salma & Ramli, 2023; Semmer et al., 2015). Not only does it impact individual aspects, but it also impacts productivity, employee retention and overall company success (Harahap & Ramli, 2023; Ilyas et al., 2021; Mariam et al., 2020; Sukarno et al., 2020).

Supervisors play an important role in creating an ideal work environment. This is because

supervisors are considered an important element in a company's survival (Kaur & Randhawa, 2021) and can influence employee attitudes in the work environment (Yadav & Rangnekar, 2015). In addition, supervisor support can increase workers' feelings and beliefs about task standardization (Bachtiar et al., 2023; Ramli, 2020; Ramli & Mariam, 2020; Ahmad et al., 2019). This proves that employees who receive support and appreciation from their superiors are more motivated and included in their work (Mariam & Ramli, 2021; Meidiyanty et al., 2023; Ramli, 2020b; Sawasdee et al., 2020).

PT. Sumber Alfaria Trijaya, also known as Alfamart, is a fast-growing retail company. Despite experiencing significant growth, this company recorded an average employee turnover ratio of around 3.28% in 2022 with the number of employees resigning as many as 52,081 (PT Sumber Alfaria Trijaya Tbk., 2022). This is higher than the average employee turnover ratio of 2.11% in 2020, with 21,084 employees leaving the company (Trijaya Tbk, 2020).

Previous studies have proven that illegitimate tasks have a positive effect on turnover intention (Apostel *et al.*, 2017; Ilyas *et al.*, 2020; Zeng *et al.*, 2021; Gao, 2023). Furthermore, turnover intention is negatively influenced by supervisor support (Kalidass & Bahron, 2015; Gordon *et al.*, 2019; Pattnaik & Panda, 2020; Kaur & Randhawa, 2021). However, this research adds the variable job satisfaction and develops a hypothesis related to job satisfaction. The choice to develop the concept of job satisfaction was made because it is considered as one of the triggers that reduces turnover intention (Tham, 2007). Apart from that, job satisfaction plays a role in determining the success of support from superiors in guiding employees and creating a conducive work environment. The research object is illegitimate tasks which are still rarely found in retail companies such as PT. Sumber Alfaria Trijaya.

Based on the information above, the aim of this research is to determine the impact of illegitimate tasks and supervisor support on job satisfaction and turnover intention among PT staff. Sumber Alfaria Trijaya in Tangerang City. It is hoped that this research can help supervisors increase employee job satisfaction so that they can create a conducive work environment. In addition, this research can be a resource for future researchers who want to study illegitimate tasks, supervisor support, job satisfaction and turnover intention.

Illegitimate Tasks

The idea of illegitimate tasks is based on the theory of stress as a violation of oneself (Chandra et al., 2019; Mariam & Ramli, 2017; Pratama et al., 2023; Steven et al., 2023; Semmer et al., 2020). According to Semmer et al. (2010) illegitimate tasks or also known as unauthorized work tasks are tasks that do not match an employee's expectations and can threaten their professional and personal identity. Illegitimate tasks as illegal and inappropriate tasks that violate core standards and values related to an employee's job role (Dewi & Ramli, 2023; Ilyas et al., 2021; Rumaidlany et al., 2022; Sylvyani & Ramli, 2023). Then, Semmer et al. (2015) stated that illegitimate tasks are tasks that are considered unnecessary to be carried out by an employee. This is because illegitimate tasks can endanger employees' professional reputation (Mariam & Ramli, 2023; Nurdiansyah et al., 2020; Sylvyani & Ramli, 2023; Takaya et al., 2019).

Based on the definitions above, illegitimate tasks are tasks that require employees to do work beyond their abilities and expertise. Apart from that, illegitimate tasks are tasks that do not make sense because they are outside the employee's main responsibilities.

Supervisor Support

Supervisor support is described by Eisenberger et al., (2001) as managers' actions in supporting work practices and helping employees achieve goals and resolve problems. Supervisor support is the extent to which managers help and motivate members in their work groups (Ghazmahadi et al., 2020; Morganson et al., 2017; Rahmawati & Ramli, 2024; Yunus et al., 2023). Apart from that, supervisor support is related to the perception that their superiors pay attention to and appreciate what has been done for the organization (Diatmono et al., 2020; Novarian & Ramli, 2020; Ramli et al., 2020; Sawasdee et al., 2020). Supervisor support as a form of informal support from the company (Febriani et al., 2023; Mariam & Ramli, 2022; Ramli et al., 2020; Sinurat et al., 2024). Supervisor support is the extent to which managers encourage and support the application of learning in the workplace (Indriani & Ramli, 2024; Novianti & Ramli, 2023; Schmitt et al., 2016; Supiati et al., 2021).

Based on the definitions above, supervisor support is the support provided by supervisors to employees to help and provide direction in carrying out their duties. Then, supervisor support is the trust given by superiors to their subordinates to complete assigned tasks.

Job Satisfaction

Happiness or well-being that arises from assessing one's work is known as job satisfaction (Nurdiansyah et al., 2020). Job satisfaction is related to how well employees do their work (Imran et al., 2020; Novarian & Ramli, 2020). Job satisfaction as the level of employee satisfaction or dissatisfaction with their job (Novianti & Ramli, 2023; M. P. Pratama et al., 2023; Priarso et al., 2018; Wnuk, 2016; Yadav & Rangnekar, 2015). Job satisfaction as a happy situation that arises from a person's assessment of their work and work environment (Mariam & Ramli, 2019; M. Zhang et al., 2017; Y. Zhang et al., 2018). Job satisfaction as a pleasant and positive emotional reaction to a person's perception of their work (Mulyadi et al., 2020; Ramli, 2019a; Takaya et al., 2020). In addition, job satisfaction is a form of emotion that strengthens or weakens a worker with their work and themselves (Gunawan & Ramli, 2023; Indriani & Ramli, 2024; Mariam et al., 2021, 2023; Mariam & Ramli, 2021; Sari & Ramli, 2023).

Based on the definitions above, job satisfaction is a condition where employees feel satisfied with their work and their current work environment. Then, job satisfaction is a situation where employees are happy with the training provided. Apart from that, job satisfaction is a condition where employees feel appreciated when they do their work well.

Turnover Intention

Turnover intention as a person's tendency or goal to leave their current company, whether voluntarily or not, to move to another company of their own choice (Nurchayani et al., 2023; Ramli, 2019b; Sylvia & Ramli, 2023). Then, Abdillah (2012) describes turnover intention as a situation where an employee is aware or tends to look for alternative work outside the company. Turnover intention can be defined as an employee's desire to leave the organization to get a better job elsewhere (Mansyah & Rojuaniah, 2021).

Bazawi et al. (2019) explain turnover intention as an attempt to leave their job at a company at a certain point. Furthermore, turnover intention is the desire to leave the company to look for a new, better position (McCann et al., 2014). In addition, turnover intention describes a person's assessment of maintaining a relationship with an organization that has not been reflected in specific actions to leave the organization (Apostel et al., 2018).

Based on the definitions above, turnover intention is defined as an employee's intention to leave their current job. Apart from that, turnover intention is caused by employees who feel dissatisfied with their work environment.

RELATIONSHIP BETWEEN VARIABLES

The Relationship between Illegitimate Tasks and Job Satisfaction

Illegitimate tasks as an indicator of well-being and stress levels, as well as controlling other stress factors (Semmer et al., 2010). This is due to the fact that illegitimate tasks can cause employee dissatisfaction because they feel they have been given tasks that are not in accordance with their capacities. Apart from that, illegitimate tasks can endanger employee reputations (Ilyas et al., 2021). Previous research has found that illegitimate tasks have a negative impact on job satisfaction levels (Stocker et al., 2010; Eatough et al., 2015; Omansky et al., 2016; Ilyas et al., 2021). In line with the explanation above, a hypothesis is proposed as follows.

H₁: Illegitimate tasks have a negative effect on employee job satisfaction.

The relationship between Supervisor Support and Job Satisfaction

Supervisor support is critical to fostering an ideal workplace culture and enabling employees to feel satisfied with their jobs. This is because supervisor support is considered to have the ability to help employees learn and develop through coaching (Ellinger et al., 2003). In addition, supervisor support can provide employees with the knowledge they need, so they can take advantage of their supervisor's

advice and assistance to do their jobs well (Elias & Mittal, 2011). Previous studies show that supervisor support has a positive effect on employee job satisfaction (Elias & Mittal, 2011; Baloyi et al., 2014; Qureshi et al., 2018; Astuti, 2019; Ahmad et al., 2019). In line with this explanation, the proposed hypothesis is as follows.

H₂: Supervisor support has a positive effect on employee job satisfaction.

The Relationship between Illegitimate Tasks and Turnover Intention

Giving illegitimate tasks can lower employees' social status and their self-esteem (Semmer et al., 2010). Furthermore, illegitimate tasks can reduce perceptions of interaction fairness and have an impact on employees' physical and emotional health (Ahmed et al., 2018). Then illegitimate tasks are considered inappropriate because these tasks are beyond what is expected of an employee in a particular position (Zhao et al., 2022). Thus, it will increase employees' desire to make turnover. Previous research has proven that illegitimate tasks have a positive influence on turnover intention (Apostel et al., 2017; Ilyas et al., 2020; Zeng et al., 2021; Gao, 2023). In line with this disclosure, the proposed hypothesis is as follows.

H₃: Illegitimate tasks have a positive effect on employee turnover intention.

The Relationship between Supervisor Support and Turnover Intention

According to Social Exchange Theory (SET), proposed by Cropanzano and Mitchell (2005), the relationship between organizations and employees is influenced by how much superiors pay attention and care about the welfare of their employees. One of them is supervisor support provided to employees to create a dynamic work environment. That way, employees will be more motivated when they receive support from their leaders (Seo & Park, 2018). On the other hand, when employees do not get support from their superiors, it can cause them to look for work elsewhere (Mohsin et al., 2013). Previous research has proven that supervisor support has a negative influence on turnover intention (Kalidass & Bahron, 2015; Gordon et al., 2019; Pattnaik & Panda, 2020; Kaur & Randhawa, 2021). In line with the previous explanation, the proposed hypothesis is as follows.

H₄: Supervisor support has a negative effect on employee turnover intention.

The relationship between Job Satisfaction and Turnover Intention

Job satisfaction is one of the biggest factors that can influence an employee's intention to leave their job (Tham, 2007). This is due to employees considering their current job compared to other potential jobs they might obtain after leaving their current job. In addition, a work environment that is considered uncondusive can trigger negative impacts such as depression, disappointment and the decision to resign (Wang et al., 2012). Then, low job satisfaction causes higher levels of withdrawal and resignation behavior (Jabid et al., 2020). Previous research has proven that job satisfaction has a negative impact on turnover intention (Samad, 2006; Amah, 2009; Javed et al., 2014; Liu et al., 2018; Elfenso & Andani, 2022; Orpina et al., 2022; He et al. al., 2023). In line with the explanation above, a hypothesis is proposed as follows.

H₅: Job satisfaction has a negative effect on employee turnover intention.

Referring to the hypothesis proposed, the following is the research model that will be used:

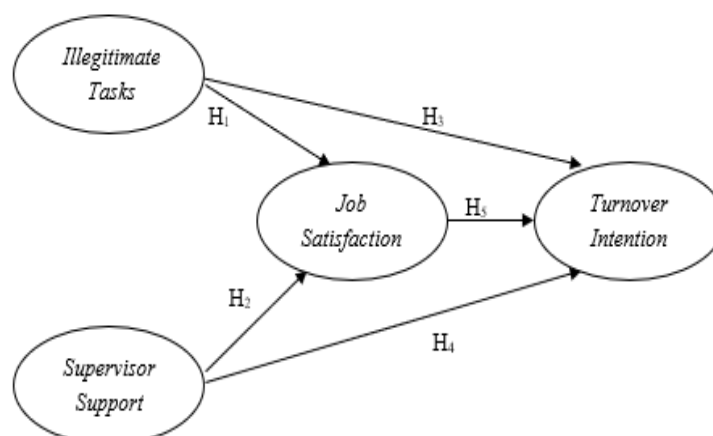


Figure 1. Research Model

2. METHOD

Research Design

This research uses a type of causality research with a quantitative method approach. Furthermore, the variables in this research consist of invalid tasks and superior support as independent variables (exogenous), while job satisfaction and turnover intention are dependent variables (endogenous). Data was obtained from assessments distributed online using the Google Form platform. This method was chosen because it is accessible, effective, and saves significant time and costs. Next, the research questionnaire involves a statement of each variable and the respondent's demographic information as well as the research criteria. Then, the questionnaire already has answer choices to make it easier for respondents to express their opinions and experiences while working as PT staff. Sumber Alfaria Trijaya in Tangerang City.

Measurement

Measurements in this study used a Likert scale starting from Strongly Disagree (STS), Disagree (TS), Agree (S), and Strongly Agree (SS). measuring each variable adopted from previous research. For the first variable, invalid tasks were measured with 8 statements obtained from Semmer et al. (2010) and Neves et al. (2023). Then, supervisor support was measured with 7 statements received from Baloyi et al. (2014). Next, job satisfaction was measured by 6 statements obtained from Javed et al. (2014) and Baloyi et al. (2014). And finally, turnover intention is measured with 3 statements adopted from Saeed et al. (2014).

Population and Sample

The population of this research is PT staff. Sumber Alfaria Trijaya in Tangerang City. The nonprobability sampling method through purposive sampling technique was applied. Using a purposive sampling technique, providing criteria according to the researcher's objectives (Sugiyono, 2015). Therefore, the criteria for respondents are an Alfamart staff in Tangerang City, minimum work period is 1 year, aged 19 – 26 years. This research used a sample of 129 Alfamart staff.

Data Analysis Method

To carry out data analysis, SEM-PLS is used together with SmartPLS software. Smart PLS consists of two, namely an external model using a loading factor greater than 0.7, Average Variance Extracted (AVE) greater than 0.50 and composite reliability greater than 0.70 and Cronbach's alpha greater than 0.60 (Hair et al., 2013). Meanwhile, the inner model uses the path coefficient value, Adjusted R Square Value (R²) and model fit (goodness of fit index) (Hair et al., 2019).

Hypothesis testing uses the bootstrapping method. Significant testing was carried out using a t table value of 1.65 and a p value of less than 0.05. If the t value is greater than 1.65 and the p value is smaller than 0.05 then H₀ is rejected and H_a is accepted. This means that the independent variable partially has a significant effect on the dependent variable. If the t value is smaller than 1.65 and the p value is greater than 0.05 then H₀ is accepted and H_a is rejected. This means that the independent variable partially has no significant effect on the dependent variable.

3. RESULTS

Respondent Analysis

The amount of data obtained from questionnaires distributed online via Google Form, includes 129 Alfamart staff who meet the specified criteria. The number of female respondents was 84 people or 65.1%, and the number of male respondents was 45 people or 34.9%. The number of respondents who dominate based on age range is 48 people aged 21-22 years or 37.20%, 42 people aged 23-24 years or 32.56%, 25-26 years old 22 people or 17.06%, and 19-20 year olds were 17 people or 13.18%.

Based on length of work, it was dominated by 3-4 years as many as 57 people or 44.19%, 1-2 years as many as 56 people or 43.41% and more than 5 years as many as 16 people or 12.40%. Furthermore, for

salaries of IDR 4,000,000 – IDR 5,000,000 there are 62 people or 48.06%, salaries of less than IDR 4,00,000 are 53 people or 41.08%, and salaries of more than IDR 5,000,000 are 14 people or 10.86%.

Outer Model Analysis Results

In this research, outer model analysis is used to test the validity of indicators and the reliability of the reflective measurement model construct. Loading factor values are processed and analyzed using SmartPLS (Hair et al., 2019). This research has 24 indicators and has a loading factor value above 0.7 so it is said to be valid. The Average variance extracted (AVE) value of the four variables is proven to be more than 0.5. Furthermore, for Cronbach's alpha the four variables were proven to be more than 0.60. Finally, the composite reliability of the four variables was proven to be more than 0.70.

Inner Model Analysis Results

Adjusted R-square (R²) Test

The structural test refers to the R – square value. In this research, the adjusted R² value for the dependent variable, namely the job satisfaction variable, was found to be 0.551, which states that the variables illegitimate tasks, supervisor support can explain the job satisfaction variable by 55.1% and the remaining 44.9% is explained by other variables that have not been researched. This. Then, the turnover intention variable with an adjusted R² value of 0.396, which means that the illegitimate tasks, supervisor support and job satisfaction variables can explain the turnover intention variable by 39.6% and the remaining 60.4% is explained by other variables that are not yet in this research.

Model Fit Testing

Model fit to prove the level of suitability of this study, which is calculated by residual values. Standardized Root Mean Square (SRMR) values below 0.10 are considered good (Henseler et al., 2014). Research has proven that the SRMR value is 0.047, which means it is good because it is below 0.10. The NFI value is 0.887 which refers to the NFI limit value > 0.10 which is interpreted as good. So, it proves that this research meets the model standards.

Based on Figure 2 , the t value path diagram and table 1 hypothesis testing assumes that the t value must be greater than 1.65 and the p value must be less than 0.05. There are 3 hypotheses that are accepted and 2 hypotheses that are rejected.

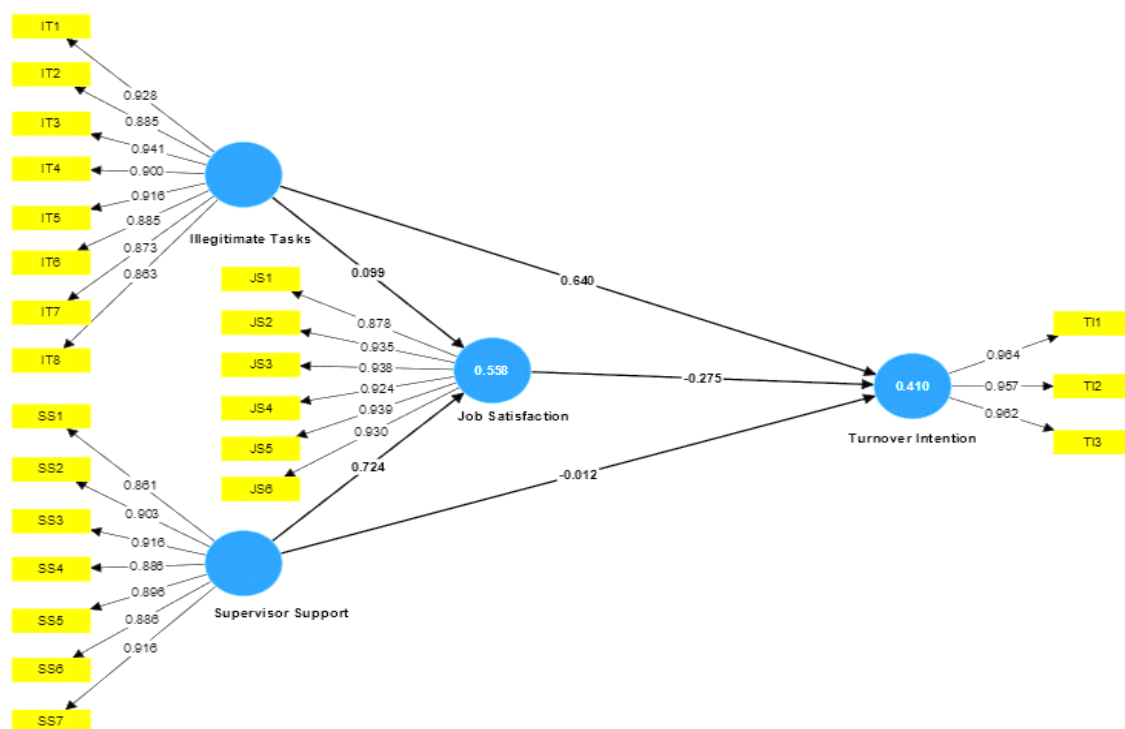


Figure 2. Path coefficients

Table 1. hypothesis testing

	Hypothesis	Original Sample	T-Value	P-Value	Result
H ₁	Illegitimate tasks have a negative effect on employee job satisfaction	0,099	1,405	0,081	Data do not support the hypothesis
H ₂	Supervisor support has a positive effect on employee job satisfaction.	0,724	9,034	0,000	Data supports the hypothesis
H ₃	Illegitimate tasks have a positive effect on employee turnover intention.	0,640	9,150	0,000	Data supports the hypothesis
H ₄	Supervisor support has a negative effect on employee turnover intention	-0,012	0,113	0,455	Data do not support the hypothesis
H ₅	Job satisfaction has a negative effect on employee turnover intention.	-0,275	2,538	0,006	Data supports the hypothesis

4. DISCUSSION

The research results prove that illegitimate tasks do not have a negative influence on employee job satisfaction, the first hypothesis is rejected. This contrasts with previous research which found that illegitimate tasks have a negative impact on job satisfaction (Stocker et al., 2010; Eatough et al., 2015; Omansky et al., 2016; Ilyas et al., 2021). The findings in this research prove that illegitimate tasks received by Alfamart staff are not a measure of employee job satisfaction. Alfamart staff pay more attention to supervisor support, work environment, co-workers and salaries that are appropriate to the responsibilities given. This is in line with the statement that supervisor support can provide employees with the knowledge they need, so that they can take advantage of their supervisor's advice and assistance to do their job well (Elias & Mittal, 2011). In this way, it can increase job satisfaction for Alfamart staff.

Research proves that supervisor support has a positive influence on employee job satisfaction, the second hypothesis is accepted. This agrees with previous research which proves that supervisor support has a positive effect on employee job satisfaction (Elias & Mittal, 2011; Baloyi et al., 2014; Qureshi et al., 2018; Astuti, 2019; Ahmad et al., 2019). These findings prove that PT. Sumber Alfaria Trijaya has succeeded in increasing job satisfaction through supervisor support. Where Alfamart staff feel that their superiors are doing a good job so that they can increase job satisfaction. This is proven by the existence of clear directions for the tasks given and Alfamart staff feel that their superiors help them improve their abilities. With this, it can increase job satisfaction for Alfamart staff. On the other hand, staff also still feel that they do not have the trust of their superiors, their superiors are still not quick enough to make decisions, which can reduce the job satisfaction of Alfamart staff.

Illegitimate tasks have a positive influence on employee turnover intention, the third hypothesis is accepted. This is in accordance with previous research which proves that illegitimate tasks have a positive influence on turnover intention (Apostel et al., 2017; Ilyas et al., 2020; Zeng et al., 2021; Gao, 2023). The results of this research prove that the majority of Alfamart staff feel that all the tasks given have been arranged correctly and must be carried out so that they can reduce turnover intention. However, several employees of PT. Sumber Alfaria Trijaya who often receives illegitimate tasks will increase turnover intention. This is because Alfamart staff feel it is unfair if they have to do tasks that do not match their abilities so that it can create discomfort when doing them. In this way, it can increase the turnover intention of Alfamart staff.

The research results show that supervisor support does not have a negative influence on employee

turnover intention, the fourth hypothesis is rejected. This is contrary to previous research findings which show that supervisor support has a negative impact on turnover intention. (Kalidass & Bahron, 2015; Gordon et al., 2019; Pattnaik & Panda, 2020; Kaur & Randhawa, 2021). These findings prove that supervisor support PT. Sumber Alfaria Trijaya It is not very important for staff not to have turnover intention. Alfamart staff are more concerned about the salary they are given according to their responsibilities. In addition, staff pay attention to the work environment. This is in line with the statement that a work environment that is considered uncondusive can trigger negative impacts such as depression, disappointment and turnover intention (Wang et al., 2012). Apart from that, individual characteristics and providing appropriate compensation also play a role in influencing the tendency for turnover intention among employees (Solikha & Rojuaniah, 2023).

The research results prove that turnover intention is negatively influenced by job satisfaction, hypothesis five is accepted. This is in line with previous research proving that job satisfaction has a negative effect on turnover intention (Samad, 2006; Amah, 2009; Javed et al., 2014; Liu et al., 2018; Elfenso & Andani, 2022; Orpina et al., 2022 ; He et al., 2023). The findings of this research prove that job satisfaction can reduce turnover intention. This is proven that Alfamart staff are satisfied with their work environment. Where Alfamart staff feel that the work they do is appreciated by their colleagues. Then there is an opportunity to get a salary increase. On the other hand, Alfamart staff are still dissatisfied with the wages they receive because they do not match the responsibilities and working hours given. Where Alfamart staff must pay a fine if there is a difference in calculations both in terms of sales and in terms of inventory.

Research Limitations

This research certainly has shortcomings. First, the research sample is only limited to PT staff. Sumber Alfaria Trijaya in Tangerang City. To get the best research results, future researchers are needed to develop samples broadly based on regional coverage. Second, the research only took one area of retail business, namely PT. Sumber Alfaria Trijaya as research subject. It is hoped that future research can use companies operating in the banking and industrial sectors. Third, in this research we only took the variables illegitimate tasks, supervisor support and job satisfaction and turnover intention. It is recommended that future research add work engagement and work environment.

Managerial Implications

From the results of this research, the job satisfaction variable has an influence in reducing turnover intention. There are implications for increasing job satisfaction and reducing turnover intention. First, the leadership of PT. Sumber Alfaria Trijaya provides work fairly so that it can create comfort for doing it. Then the head of PT. Sumber Alfaria Trijaya must provide tasks according to their abilities and expertise. Second, the leadership of PT. Sumber Alfaria Trijaya must give confidence to employees in carrying out the work assigned. Furthermore, the leadership of PT. Sumber Alfaria Trijaya must be quicker in making decisions. Third, the leadership of PT. Sumber Alfaria Trijaya must provide employee salaries in accordance with the working hours and workload they receive.

5. CONCLUSSION AND SUGGESTIONS

The research results prove that illegitimate tasks received by Alfamart staff are not a benchmark for employee job satisfaction. Because Alfamart staff consider supervisor support and the work environment more in determining job satisfaction. This was proven by PT. Sumber Alfaria Trijaya in increasing job satisfaction through supervisor support. Furthermore, this research proves that the majority of Alfamart staff feel that all the tasks given have been arranged correctly and must be carried out so that they can reduce turnover intention. These findings prove that supervisor support PT. Sumber Alfaria Trijaya It is not very important for staff not to have turnover intention. Because Alfamart staff are more concerned about whether the salary given is in accordance with the workload given. And the last one shows that job satisfaction can reduce turnover intention. This is proven that Alfamart staff are satisfied with their work environment.

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