The Effect of Work Environment, Leadership and Motivation on Employee Turnover Intention in Alfamart Semarang

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Abstract - this study aims to empirically examine the effect of work environment, leadership and motivation on turn over intention with work spirit as an intervening variable at *Alfamart* Semarang area. The population of this study is all employees who are in the Alfamart area of Semarang, including Jatingaleh, Tembalang and Banyumanik, Semarang. With a total of 108 employees. In this study using a non-probability sampling technique, namely by using the Saturated Sampling (Census). Then the method of data collection through questionnaires and data analysis using SPSS 21 which includes validity, reliability, classical assumption test, multiple regression analysis, hypothesis testing using t test and R^2 test. The results of this study indicate that all independent variables, namely Work Environment, Leadership and Motivation have a positive and significant effect on Turn Over Intention (Y). This is evidenced by the t-count value of 3.408 > t-table 1.659 with a significance level of 0.00 (.0.05). This shows that the work environment variable has a positive and significant effect on morale among Alfamart employees in Semarang. Motivation obtained t arithmetic value of 2.845 > t table 1.659 with a significance level of 0.00 (< 0.05). This shows that the motivation variable has a positive and significant effect on morale at Alfamart employees in Semarang. Leadership obtained t arithmetic value of 4.591 > t table 1.659 with a significance level of 0.00 (< 0.05). This shows that the leadership variable has a positive and significant effect on morale for Alfamart employees in Semarang. Morale (Y1) obtained t value of 15,771 > t table 1,659 with a significance level of 0.00 (< 0.05). This shows that the variable of work morale has a positive and significant effect on turnover attention of Alfamart employees in Semarang.

Keywords: Work environment, Leadership, Motivation, Turn Over Intention

I. INTRODUCTION

The existence of Human Resources must be managed properly in order to make a positive contribution to the progress of the company. The management is carried out so that employees can work in accordance with the assigned tasks. According to Dewi et.al (2018), human resource management also needs to be carried out in order to retain potential employees so that these employees do not have turnover intention, because their performance will have an impact on the company's operational activities.

According to Dewi (2017) turnover intention has a negative impact on the organization because it creates instability in the condition of the workforce, decreases employee productivity, does not have a conducive working atmosphere and also has an impact on increasing human resource costs. The high level of turnover intention is a serious problem in the company. The negative influence that occurs due to turnover in the company is on the quality and ability to replace employees who leave the company, so it takes time as well as new costs in recruiting new employees (Waspodo et.al, 2013).

following data on employee turnover in 2021 at *Alfamart* in the sub-districts of Gajahmungkur, Tembalang, Banyumanik and Pudakpayung Semarang.

Table 1. 2021 Employee Turn Over

Month	Count	Out	In
Januari	120	6	1
Februari	115	3	0
Maret	118	5	8
April	121	1	5
Mei	125	7	1
Juni	119	5	0
Juli	114	0	4
Agustus	118	2	6
September	121	5	0
Oktober	116	1	5
November	120	3	2
Desember	119	4	1

From the data that we have mentioned above, before conducting further research, we distributed questionnaires to Alfamart employees to find out what the reasons are for employees to have trun over intentions in the area. From the distribution of the questionnaire, the following are the reasons why employees have turn over intentions (see table 02)

Table 2. Employee's reason that make them have desire to leave

No	Reason	Count
1	Because the work environment is not comfortable	18
2	Doesn't match the boss	15
3	There is no motivation and purpose in work	13
4	Frequently replace lost items	9
5	Family	5

From table 2 it can be seen that the most reasons that make employees have the desire to leave are because they feel less comfortable in the work environment of 18 people. This can be due to many factors such as the company's facilities and infrastructure and the work team. In addition, the reason for employees to resign or leave work is because they feel they are not in accordance with their superiors, especially the head of the shop and they work without motivation so they work more monotonously or not enthusiastically. Mobley (1977) argues that factors that influence turnover intention include individual characteristics such as lack of enthusiasm at work, work environment, job satisfaction motivation, not in accordance with leadership and organizational commitment.

The work environment is one of the many reasons why employees resign because employees feel less comfortable with their work environment. The work environment according to Andriani (2018) is everything that is around the workers and that can affect him in carrying out the tasks that are carried out or which are the responsibility of an employee. When the conditions of the work environment where employees work are good, this strategy can improve employee performance for even better. This is because with a good work environment, the employee can work optimally and between employees will support each

other in completing their work (Suprapto and Darsin, 2017). So that the targets set by the company are easier to achieve.

In addition to the work environment, the leadership style or attitude of the boss is also often the reason for employees to resign or resign. Leadership is an important characteristic of leaders in organizing good human resources. Leaders and the leadership they carry have a strategic function that determines the performance of human resources. Leadership broadly includes the process of influencing in determining organizational goals, motivating followers' behavior to achieve goals, influencing the interpretation of followers' events, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization (Rivai and Mulyadi, 2011).

With so many employees coming in and out, it can hamper employee performance so that it becomes less than optimal because employees have to adjust to new co-workers. In addition, the entry and exit of employees also hinders the company from achieving the predetermined targets and the company also has to spend more for the selection, recruitment and training of new employees.

With the above reasons, this research was conducted with the aim of knowing how the influence of the work environment, leadership style and work motivation on turn over intention at *Alfamart* area under study.

II.   Literature review

A.   Turn Over Intentions

According to Harnoto (2018), turnover intention is the level or intensity of the employee's desire to leave the company. Furthermore, Bluedorn (1982) states that turnover intention is an attitude tendency or level where an employee has the possibility to leave the organization or resign voluntarily from his job. According to Mobley (1986) turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice. Further described by Mobley et al. (1978) , the desire to move can be an early symptom of turnover in a company. Thus, it can be concluded that turnover intention is an employee's desire to leave or stop working or leave the organization voluntarily or without coercion. Usually employees who want to leave are caused by many things or because they don't get what they are looking for in the company. Turnover has a negative effect on organizational effectiveness (McShane and Glinow, 2018:37). The existence of employees who turn over can increase the cost of recruiting and training replacement employees. In addition, turnover often causes disruption to existing organizational members, can result in delays in important projects, and can cause problems when the quitting employee is a team member (George and Jones, 2012: 86). However, on the other hand, turnover can have certain benefits for the organization. First, if employees who are turnover have poor performance, then it benefits the organization. Second, turnover can result in the introduction of new ideas and approaches if the organization recruits newcomers with new ideas to replace employees who have left. Third, turnover can be a relatively painless and natural way to reduce the size of the workforce, where people leave the organization of their own free will (George and Jones, 2012)

According to Lerman et.al (2002), turnover can be divided into two types, namely:

1. Voluntary turnover which can be interpreted as an employee leaving the company for voluntary reasons. Voluntary turnover can be divided into two:

    a) Avoidable turnover . This is due to better wages elsewhere, better working conditions in other companies, problems with existing leadership/administration, and the existence of other better companies (Utami and Bonussyeani, 2009).

    b) Unavoidable turnover. This is caused by moving work to another area due to following a partner, changes in individual career directions, having to stay at home to look after a spouse or child, and pregnancy (Utami and Bonussyeani, 2009).

2. Involuntary turnover can be interpreted as an employee leaving the company because he is forced to. Involuntary turnover is caused by disciplinary actions taken by the company or because of lay offs. Turnover intention discussed in this study is in the context of the voluntary model

B. Morale

Morale or work spirit is a reflection of the attitude or mental condition of an individual or a team. The importance of morale has been recognized by many leaders. Napoleon quoted Maning (2012: 200) once said, "An army's success depends on its size, equipment, experience, and morale, morale is worth more then all of other elements combined". Troop/team success depends on size, equipment, experience and passion, passion is worth more than all other elements combined. From a managerial point of view, morale or spirit describes the collective spirit and motivation of a group of employees. The definition of morale or work spirit has been explained by several experts. According to Gough et al (2004) explaining work spirit as follows, "Employee morale is employees actually feel about themselves as works, their work, their managers, their work environment, and their overall work life. It incorporates all the mental and emotional feelings, beliefs, and attitudes that individuals and groups hold regarding their job".

According to Nitisemito (2002) morale is doing work more actively so that work can be expected to be faster and better. According to Susanto and Setiawan in Setyaningtyas (2009:14) morale is an encouragement that causes work to be more active, so that work can be expected to be faster and better.

C. Work environment

The work environment is the second aspect of the workers with their material and psychological conditions. Very good material conditions are not necessarily or have very little direct relationship with good morals. And the very bad physical condition, practically has no direct relationship or influence on low morale with workers and employees or on the attitude of refusing to work.

According to Nitisemito (2002) the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned.

According to Ratnasari et al (2017) the work environment is everything that is in the environment that can affect either directly or indirectly a person or group of people in carrying out their activities.

According to Sedarmayanti (2018), the work environment is divided into two, namely: (a) The physical work environment is everything around the workplace that can affect employees either directly or indirectly. The physical work environment includes employee services, namely food service, health services and the provision of bathrooms, as well as working conditions, namely lighting, air temperature, noise, use/selection of colors, space needed, and work safety. (b) Non-Physical Work Environment is all conditions that occur related to work relations, both relations with superiors and co-workers, or relations with subordinates.

D. Work Motivation

Vance (2004) defines motivation as representing psychological processes, which cause the emergence, direction and persistence of voluntary activities directed towards certain goals. According to Gary Dessler (2001) many studies show that people are more loyal to their work when their participation is valued and encouraged. Therefore work motivation can be interpreted as an integral part of relations/industrial within the framework of the process of fostering, developing, and directing human resources in a company (Sinungan, 2008:134).

there is an outline of the motivation given can be divided into two, namely positive motivation and negative motivation. Positive motivation is the process of trying to influence others to do something we want by providing the possibility to get a "prize". Negative motivation is the process of influencing someone to do something we want, but the basic technique used is the power of fear.

E. Leadership

In the opinion of Read (2014) Leadership is a relationship that influences each other between leaders and followers who want real changes that reflect their common goals. In an effort to carry out effective leadership, besides having the ability and skills in leadership, a leader should determine the appropriate leadership style according to the situation and conditions of group members.

Leadership is the process of inspiring all employees to work their best to achieve the expected results. Leadership is a way of inviting employees to act correctly, achieving commitment and motivating them to achieve common goals (Dulewicz, 2005)

Leadership is the process of directing and influencing members in terms of various activities that must be carried out. Leadership into 2 concepts, namely process and as an attribute. As a process, leadership is focused on what leaders do, namely the process by which leaders use their influence to clarify organizational goals for employees, subordinates or those they lead, motivate them to achieve these goals, and help create a productive culture within the organization. As for the attributes, leadership is a collection of characteristics that must be owned by someone who has a leader. Therefore a leader can be defined as someone who has

the ability to influence the behavior of others without using force, so that the people he leads accept himself as someone worthy of leading them.

Various Types of Leadership Styles

- Charismatic/non-charismatic. Charismatic leaders depend on their personality, encouraging qualities and auras. They are visionary leaders, presentation oriented, take calculated risks, and are good communicators. Meanwhile, non-charismatic leaders rely heavily on their knowledge, self-confidence and composure, as well as an analytical approach to dealing with problems.

- Autocratic/democratic Autocratic leaders tend to make their own decisions, using their position to force employees to carry out their orders. As for how democratic leaders encourage employees to participate in decision making.

- Motivator / supervisor Leaders who have the nature of encouragement, encourage employees to use their vision and cultivate it to achieve group goals. The supervisor-style leader manipulates employees to comply.

- Transactional/transformational Leaders use money, jobs, and worker safety to gain employee compliance. Transformational leaders motivate employees to work hard to achieve higher goals. (Dulewicz, 2005)

H1: The work environment has a positive effect on work morale.

According to Akintayo (2012) the work environment is a very important component of employees doing work activities. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the enthusiasm or enthusiasm of employees to work. In addition, if the work environment is comfortable for employees, employees can work optimally in achieving company targets and employees will last a long time at work.

H2: Motivation has a positive effect on morale

Work motivation is a factor that drives a person both from within and from outside a person, in behaving in carrying out a work activity. Encouragement from within can be in the form of satisfaction of the needs that want to be fulfilled and encouragement from outside can be in the form of a goal that has been set to be achieved within a certain time. Work motivation is able to increase the morale of a person or employee so that he can work optimally. According to Gary Dessler (2001) many studies show that people are more loyal to their work when their participation is valued and encouraged.

H3: Leadership has a positive effect on morale

Siagian (2009) suggests that in achieving the goals to be achieved, supporting factors are needed, one of the factors that can support is expertise for leaders to increase employee morale. The ability of leaders to influence employees to increase employee morale will have

an impact on the quality of employees in completing assigned tasks efficiently and effectively according to the goals to be achieved. In addition, leaders who also have a strategy and are able to direct their subordinates will also make it easier to achieve company targets. Leaders who are also liked by employees or are able to be good partner employees can also make employees comfortable with work, so they will also be enthusiastic at work.

H4: Morale has a positive effect on turnover

Employee morale is very important for a company because it is directly related to all management and operational activities of the company. Employees who have high morale and enthusiasm for work, work can be completed more quickly, damage can be reduced, absenteeism can be reduced, complaints can be avoided and strikes can be eliminated. On the other hand, if the employee does not have enthusiasm for work, the work cannot be completed properly, there are many complaints, they often ask for permission, and in the end the employee feels uncomfortable with the job so that it can cause the employee to quit work or leave. According to Nitisemito (2002), enthusiasm and enthusiasm for work are difficult to separate even though enthusiasm for work has a considerable influence on morale. With increased enthusiasm and enthusiasm for work, the work will be completed more quickly.
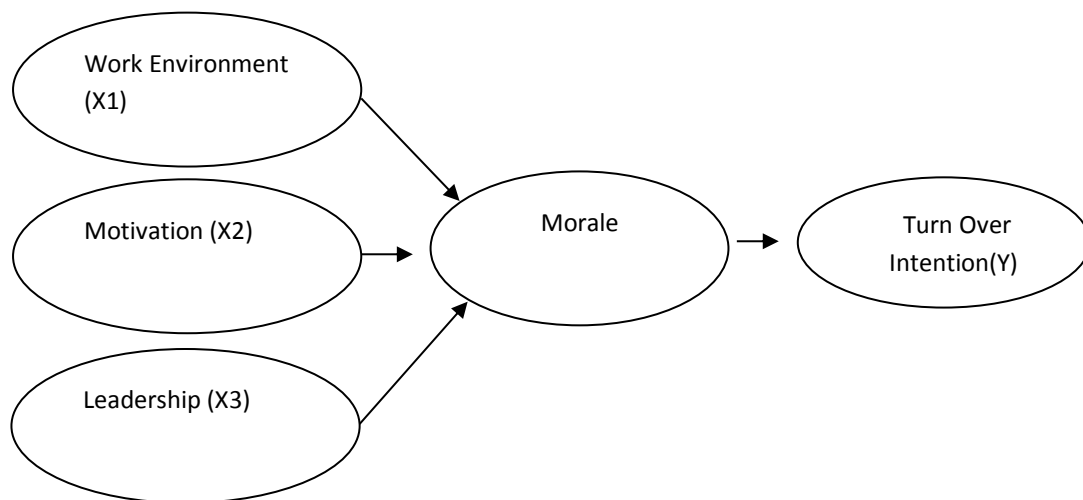

Fig 1. Framework design

III. Methods

The objects used in this study were Alfamart in the Jatigaleh area, Tembalang and Banyumanik, Semarang. The population in this study were all employees in the *Alfamart* Jatigaleh area, Tembalang and Banyumanik, Semarang. With a total of 108 employees. This study uses a non-probability sampling technique, namely by using Saturated Sampling (Census). This is a sampling technique where all members of the population are sampled

Validity test is used to determine whether or not a questionnaire is valid. The questionnaire is declared valid if the questions on the questionnaire are able to reveal something that the

questionnaire will measure. (Ghozali, 2009). (1) If r-count ≥ r-table, then the question item is said to be valid. (2) If r-count < r-table, then the question item is said to be invalid.

Reliability is a measuring tool for measuring a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if one's answers to the questions are consistent or stable from time to time. A data is said to be reliable if a variable has a Cronbach alpha value of 0.6 or is not reliable if it has a Cronbach alpha value of less than 0.6

Normality test aims to test whether there is a regression model, the dependent variable and the independent variable have a normal distribution or not. A good regression model is to have a normal data distribution or close to normal. The normality test besides using a graphical test is equipped with a statistical test to test the residual normality. The normality test in this study uses a statistical test with the consideration that it does not cause bias for those who prepare it. The statistical test used was the non-parametric Kolmogorov–Smirnov(K-S) statistical test. The K-S test is carried out by making a simple statistical test hypothesis that can be carried out based on the Kolmogrov-Smirnov value. The Kolmogrov-Smirnov test criteria are as follows: (1) If Asymp. Sig > 0.05, the data used in the study is normally distributed. (2) If Asymp.Sig < 0.05 then the data used in the study are not normally distributed.

Multicollinearity test Aiming to test the regression model found a correlation between the independent variables Ghozali (2009). A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. The independent variable is equal to zero. Analyzing the correlation matrix of independent variables according to Imam Ghozali (2009) Steps to analyze multicollinearity assumptions are: (1) If the tolerance value is > 0.1 and the VIF value is < 10, then multicollinearity is not found. (2) If the tolerance value is < than 0.1 and the VIF value is > than 10, then multicollinearity is found.

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual one observation to another (Ghozali, 2009). If the variance from the residual of one observation to another observation remains, then it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model if no Hetroscedosity is found. According to Imam Ghozali (2009) the way to find out whether there is heteroscedasticity is to use the Glejser test, namely by comparing the sig value > 0.05, there is no heteroscedasticity.

Multiple linear regression is used to determine the magnitude of the influence of the work environment, motivation, leadership, and morale together through a multiple linear regression equation. This test aims to test to test whether the independent variable affects the dependent variable. In regression analysis, besides measuring the strength of the relationship between two or more variables, it also shows the relationship between the dependent variable and the independent variable

To find out the variables that have an effect on between X1, X2, X3 on Y individually (partially) then use the t test. The criteria for testing the t test are as follows: (1) a. If Sig < 0.05 then Ho is rejected and Ha is accepted. There is a significant influence of the independent variables individually on the dependent variable. (2) b. If Sig > 0.05 then Ha is rejected and Ho is accepted, meaning that there is no significant effect of the independent variables individually on the dependent variable.

IV. Results and Discussion

A. Validity Test

Table 3. Validity test

Variable	Indicator	R-count	R-table	Remarks
work environment	X1.1	0,776	0,157	VALID
	X1.2	0,796	0,157	VALID
	X1.3	0,830	0,157	VALID
Motivation	X2.1	0,751	0,157	VALID
	X2.2	0,743	0,157	VALID
	X2.3	0,570	0,157	VALID
	X2.4	0,592	0,157	VALID
	X2.5	0,804	0,157	VALID
Leadership	X3.1	0,762	0,157	VALID
	X3.2	0,630	0,157	VALID
	X3.3	0,813	0,157	VALID
	X3.4	0,743	0,157	VALID
	X3.5	0,670	0,157	VALID
	X3.6	0,813	0,157	VALID
Work spirit (Morale)	Y1.1	0,641	0,157	VALID
	Y1.2	0,737	0,157	VALID
	Y1.3	0,745	0,157	VALID
	Y1.4	0,708	0,157	VALID
Turnover	Y2.1	0,939	0,157	VALID
	Y2.2	0,653	0,157	VALID
	Y2.3	0,939	0,157	VALID

Based on the results of data processing in table 3, it shows that all indicators used to measure the variables in this study have a correlation value of r count > r table. So it can be concluded that all of these indicators are valid.

B. **Reliability Test**

Table 04. Research Variable Reliability Test Results

Variable	Cronbach Alpha	Cut Of Value	Remaks
work environment	0,712	0,60	Reliable
Motivation	0,674	0,60	Reliable
Leadership	0,831	0,60	Reliable
Morale	0,660	0,60	Reliable
Turnover attention	0,807	0,60	Reliable

Based on the results of the above test, it can be seen that all variables have a Cronbach Alpha greater than or above 0.60. So, the variable used as a measuring tool in this study is feasible to use.

C. **Normality Test**

Table 05. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		108
Normal Parameters(a,b)	Mean	.0000000
	Std. Deviation	.95831924
Most Extreme Differences	Absolute	.083
	Positive	.053
	Negative	-.083
Kolmogorov-Smirnov Z		.858
Asymp. Sig. (2-tailed)		.453

The Kolmogorov-Smirnov test results show a significance value of 0.45 or greater than 0.05. So it can be concluded that the data is normally distributed.

D. Multicollinearity test

Table 06. Multicollinearity Test Results

Variable	Tolerance	VIF	Result
work environment	0,350	2,858	Multicollinearity Free
Motivation	0,318	3,374	Multicollinearity Free
Leadership	0,485	2,062	Multicollinearity Free

The test results show that all the variables used as predictors of the regression model in this study have a small VIF value below 10 and a tolerance value of more than 0.1. This means that all the independent variables in this study showed no symptoms of multicollinearity.

E. Heteroscedasticity Test

A good regression model is one that has homoscedasticity or does not have heteroscedasticity

Table 07

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.392	.421		3.303	.001
	lingkungankerja	-.044	.056	-.130	-.797	.427
	motivasi	-.035	.044	-.135	-.794	.429
	kepemimpinan	.017	.026	.088	.641	.523

a. Dependent Variable: Abs_RES

The results of the heteroscedasticity test show that the significance of all variables is > 0.05. So it can be concluded that the regression model does not contain heteroscedasticity.

F. Multiple Regression test

First Regression

Models	Standardized Coefficients
Work Environment -> Morale	0.309
Motivations -> Morale	0.270
Leadership -> Morale	0.353

The regression equation model from the results of these calculations can be written in the form of a standardized regression equation as follows:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_{3} + e$$

$$Y = 0{,}309\, X_1 + 0{,}270\, X_2 + 0{,}353\, X_3 + e$$

Y　　　　　　　: Turnover Intentions

$\beta_1\, \beta_2\, \beta_3$　　　　　: Coeficients

X_1　　　　　: Work Environment

X_2　　　　　: Motivations

X_3　　　　　: Leadership

e　　　　　　: Errors

Second Regressions

Models	Standardized Coefficients
Morale -> Turnover Intentions	0.837

G.　　　Hipothesis Testing

Hipothesis	t-test	Remaks
H1 : Work Environment -> Morale	3.408	Accepted
H2 : Motivations -> Morale	2.845	Accepted
H3 : Leadership -> Morale	4.591	Accepted
H4 : Morale -> Turnover Intentions	15.778	Accepted

H.　　　Dissussion

work environment has a positive and significant effect on employee morale. For this reason, companies must be able to create a work environment for employees so that employees are comfortable and enthusiastic at work. Rismwati & Diana (2020) which states that the work environment has a positive and significant effect on morale.

motivation has a positive and significant effect on employee morale at Alfamart Semarang. For this reason, companies need to provide motivation to employees so that their morale is better, one of which is by giving awards or bonuses to employees for achieving targets set by

the company. So that employees are more enthusiastic in achieving these targets. Yordi (2016) argued that motivation has a positive and significant effect on employee morale.

leadership has a positive and significant effect on morale, so that leaders, especially supervisors and shop heads at Alfamart Semarang above, can provide morale for their staff. In addition, they must also be able to coordinate work properly so that it can be completed on time and work targets can be achieved. Bahrudi (2019) which states that leadership has a positive and significant effect on employee morale.

Employee morale is very important for a company because it is directly related to all management and operational activities of the company. Employees who have high morale and enthusiasm for work, work can be completed more quickly, damage can be reduced, absenteeism can be reduced, complaints can be avoided and strikes can be eliminated. On the other hand, if the employee does not have enthusiasm for work, the work cannot be completed properly, there are many complaints, they often ask for permission, and in the end the employee feels uncomfortable with the job so that it can cause the employee to quit work or leave.

In this study it can be concluded that morale has a positive and significant effect on employee turnover intention at Alfamart Semarang. So that companies must be able to maintain employee morale and carry out strategies to increase employee morale. Apart from that, the research above also supports the research conducted by Pieter N (2020) which concluded that morale has a positive and significant effect on employee turnover intention.

V.   Conclusion

This study conclued that Work environment, leadership and motivation have a significant effect on morale, and morale has a significant effect on turnover intention. So that management within the company should create a comfortable work environment, motivate employees and present leaders with good leadership styles, so that the morale of the employees is maintained and this results a decreasing the turnover intention. As we all know, with a high turnover rate, companies will incur more costs to procure new employees, such as recruiting, training, and uniforms.

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