



Efforts To Empower The Turnover Rate In Order To Increase Employee Performance

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ABSTRACT

Human resources are an asset for a company. It is said that assets, it is clear that human resources must be maintained as well as possible and even have to be improved in terms of quality. The performance of a company will increase if the quality of its human resources also increases. There are several factors that affect the company's performance, one of which is *Turnover Intention*. *Turnover Intention* is a process where human resources leave the organization and must be replaced. *Turnover Intention* is also a voluntary or involuntary withdrawal from the company. Actually, *Turnover Intention* is something that companies really avoid. Companies will spend a lot of money during the recruitment process. *Turnover Intention* is also influenced by several factors such as work involvement and work stress. Employees in a company will think about leaving the company if they feel they have never been involved in work and experience work stress. Several construction sectors companies in Banda Aceh City, during the last three (3) years experienced an increase in turnover rates. This is a concern for the company because the increasing turnover rate will reduce the company's performance. Observations made to construction sector companies in Banda Aceh found that employees experienced work stress and felt that they were rarely involved in the work process. This research later is to reduce the turnover rate so as to improve the company's performance. The purpose of this study is a) To reduce the number of *Turnover Intention of the Company* b) To improve the Company's Performance.

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1. Introduction

The company runs well with human resources. Human resources are needed so that companies can produce goods or services. The company's constantly changing obstacles such as limited resources (raw materials) make companies have to be more creative, effective and efficient in carrying out their production activities (1). To deal with these obstacles, companies need resources that are effective and efficient and responsive to change. Therefore, to produce a research summary of no more than 500 words containing the background of the research, the objectives and stages of the research method, the targeted outputs, and description of the proposed research TKT. Human resources are an asset for a company. It is said that assets, it is clear that human resources must be maintained as well as possible and even have to be improved in terms of quality. The performance of a company will increase if the quality of its human resources also increases (2). There are several factors that affect the company's performance, one of which is Turnover Intention. Turnover Intention is a process where human resources leave the organization and must be replaced. Turnover Intention is also a voluntary or involuntary withdrawal from the company. Actually, Turnover Intention is something that companies really avoid. Companies will spend a lot of money during the recruitment process. Turnover Intention is also influenced by several factors such as work involvement and work stress. Employees in a company will think about leaving the company if they feel they have never been involved in work and experience work stress. Several construction sector companies in Banda Aceh City, during the last three years experienced an increase in turnover rates. This is a concern for the company because the increasing turnover rate will reduce the company's performance. Observations made to construction sector companies in Banda Aceh found that employees experienced work stress and felt that they were rarely involved in the work process. This research later is to reduce the turnover rate so as to improve the company's performance. The purpose of this study is a) To reduce the number of Turnover Intention of the Company b) To improve the Company's Performance. The organization has a goal to achieve optimal performance. These goals are different from each other, some are in the form of profit, social services, education improvement, career development and so on (4). Good management of an organization can be realized if the organizational goals have been achieved. The organizational

goals are part of the implementation of organizational functions, namely placing the right employees in the right positions. Even though an organization from recruitment to employee placement has been selective, in reality it is still there are unwanted problems when running operations that can hinder employee performance. Therefore, companies must look at the work involvement of each employee to place in a position in order to produce a maximum level of performance so that all work can be completed properly (5). One of the efforts to achieve the desired target or goal of the company is to prevent or minimize the employee's turnover that occurs in several industrial sector companies in Banda Aceh City by taking into account all the factors that cause the employee's desire to move to a situation where employees begin to feel or find working conditions that are not in accordance with what is expected. Turnover intention is defined as the level or level of intention of the workforce to leave the company, turnover leads to the final reality faced by the company in the form of the number of employees who leave the company in a certain period, while the employee's desire to move refers to the results of individual evaluations about the continuation of the relationship. with companies that have not been realized in the act of certainty to leave the company. Employee turnover intention itself refers to the employee's intention to look for other alternative jobs and has not materialized in real behavior (6) The emergence of a desire to look for other alternative jobs can cause actual employee turnover for the company where employee turnover is a real form of behavior in the form of employee turnover in the company during a certain period. High employee turnover causes company performance to be disrupted, this is viewed from the growth rate (growth) which is measured 3 from sales turnover, operating profit and net-worth (net worth of shareholders/investors). Another negative impact caused by high employee turnover can be detrimental to the company in terms of costs, resources, and employee motivation. Construction sector companies in Banda Aceh City have experienced a decline in performance over the last 3 years (Central Bureau of Statistics of the Republic of Indonesia). This is a concern for the industry. This is due to the increasing number of turnover. The turnover rate itself is influenced by job satisfaction and job stress. The purpose of this study is to reduce the turnover intention of employees and increase employee performance through increasing work involvement and also suppressing work stress in the company.

2. Method

The type of research that the author uses in this research is quantitative research where the data presented is not in the form of numbers.

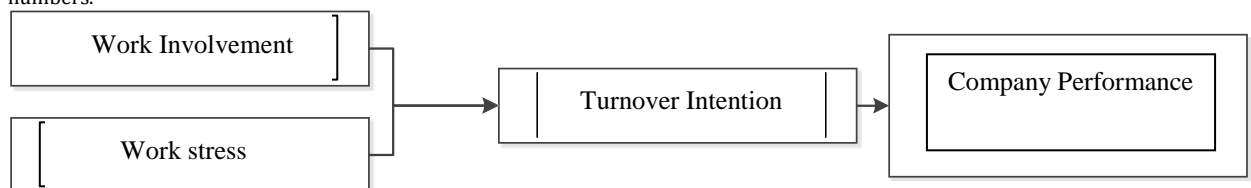


Figure 1. Conceptual Framework

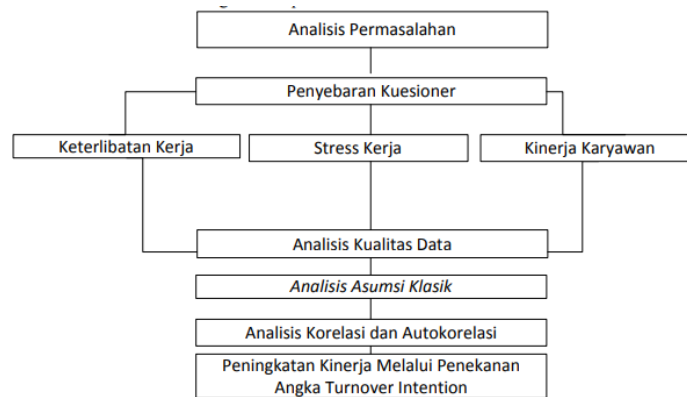
Operational definition is an explanation of the limits or scope of research variables, making it easier to measure and observe and develop instruments / measuring instruments.

TABLE 1
DEFINITION OF OPERATIONAL RESEARCH

No	Variable	Definition
1	Turnover intention	Turnover intention (exit intent) is the tendency or intention of employees to quit their jobs
2	Work Engagement	stated that work involvement is how much psychological identification of individuals with their work.
3	Work stress	Stress is a certain reaction that appears in the body that can be caused by various demands
4	Employee performance	Work results in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him

The object of this research is the employees in the industrial sector in Banda Aceh City, specifically PT. Andesmont Sakti, PT. Perapen Prima Mandiri and PT. Pelita Nusa Perkasa.

This study collects data in 2 ways, namely: 1) Documentation studies collect and manage data and information obtained related to the problem under study. 2) Questionnaire / Questionnaire, namely the form of questions asked to respondents, namely employees of PT. Andesmont Sakti, PT. Perapen Prima Mandiri and PT. Pelita Nusa Perkasa which is the object of research and its assessment uses an interval scale.



3. Results

Multiple Linear Regression Test

This test is used to estimate how the condition (up and down) of the dependent variable, if two or more independent variables as predictor factors are manipulated.

TABLE 2.
MULTIPLE LINEAR REGRESSION TEST

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	18,511	3,221	
1 Engagement_Work	,232	,084	,342
Work stress	0.035	0.078	0.055

a. Dependent Variable: Turnover_Intention

From the table above, we get the value a = 18,511, b 1 = 0.232, b2 = 0.035 Then the linear regression equation in this study is as follows:

$$Y = 18.511 + 0.232X_1 + 0.035X_2$$

This means that for every increase of 1 unit of Work Involvement and 1 unit of Work Stress, it will increase the *Turnover Intention* of employees by 18,778 units.

T Test

T test was conducted to determine the effect of each independent variable on the dependent variable. The criteria for conducting the T test is to compare the *calculated* t value against the *t table* value. In this study with the number of respondents (n) = 40, the value of *degree of freedom (df)* = 63 - 2 = 61. and using = 5%, the *t table* value is 1.999. Based on the significance value, if the significance value is less than 0.05 then Ho is rejected, if the significance value is greater than 0.05 then Ho is accepted. Based on the comparison of *t count* with *t table*, if *t count* > *t table*, then Ho is rejected, if *t count* < *t table*, then Ho is accepted. The following are the results of the independent variable T test on the dependent variable.

TABLE 3.
T TEST

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18,511	3,221		5,748	,000
1 Engagement_Work	,232	,084	,342	2,775	,007
Work stress	0.035	0.078	0.055	,450	,654

a. Dependent Variable: Turnover_Intention

From the results of the partial test (t test) of the Job Involvement variable (X1) on the *Turnover Intention* variable (Y) and based on the criteria of the T test, it is obtained a significance of 0.007 < 0.05 and the value of *t count* = 2.775 > *t table* = 1.999, then Ho is rejected, it can be partially concluded that there is an effect of Work Involvement on *Turnover Intention* in the company.

From the results of the partial test (t-test) of the Work Stress variable (X2) on the *Turnover Intention* (Y) variable and based on the T-test criteria, it was obtained a significance of 0.654 > 0.05 and the value of *t count* = 0.458 < *t table* = 1.999, then Ho is accepted, it can be partially concluded that there is no effect of Work Stress on *Turnover Intention* in the company.

F Test

The F test was conducted to determine the simultaneous effect of the independent variables on the dependent variable. The criteria for performing the F test is to compare the *calculated* F value to the *table* F value. If *F count* < *F table*, then Ho is

accepted, but if $F_{\text{count}} > F_{\text{table}}$ then H_0 is rejected. Based on the significance value, if the significance value is less than 0.05 then H_0 is rejected, if the significance value is greater than 0.05 then H_0 is accepted.

TABLE 4.
F TEST

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61,238	2	30,619	4,397	0.017 ^b
	Residual	417,842	60	6,964		
	Total	479.079	62			

a. Dependent Variable: Turnover_Intention

b. Predictors: (Constant), Stress_Work, Engagement_Work

From the results of data processing, obtained a significance value of 0.017 which is smaller than 0.05. From this analysis, H_0 is rejected, meaning that there are simultaneously independent variables affecting the dependent variable. To increase the *Turnover Intention* of employees, it is necessary to increase the Work Involvement and Work Stress of the employees.

Coefficient of Determination Test

To find out how much Work Involvement and Work Stress affect *Turnover Intention*, it is necessary to calculate the *adjusted R Square* value through *SPSS software version 20*. The following is the result of calculating the *adjusted R Square* value through *SPSS software version 20*.

TABLE 5.
COEFFICIENT OF DETERMINATION TEST

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,358 ^a	,128	0.099	2,639

a. Predictors: (Constant), Stress_Work, Engagement_Work

b. Dependent Variable: Turnover_Intention

The value of *Adjusted R Square* in the table above is 0.099 or 9.9%. This condition explains that 9.9% of the variables of Job Involvement and Work Stress have a significant effect on *Turnover Intention*. The remaining 90.1% is influenced by other variables not examined in this study. This means that from the many factors that support *Turnover Intention*, the factor of Work Involvement and Work Stress that affects the *Turnover Intention* the most is 9.9%

4. Conclusion

From the results of the research that the author has carried out and has described previously, the following conclusions can be drawn From the results of the partial test (t test) of the Job Involvement variable (X1) on the *Turnover Intention* variable (Y) and based on the criteria of the T test, it is found that a significance of $0.007 < 0.05$ and the value of $t_{\text{count}} = 2.775 > t_{\text{table}} = 1.999$, then H_0 is rejected, it can be partially concluded that there is an effect of Work Involvement on *Turnover Intention* in the company. From the results of the partial test (t-test) of the Work Stress variable (X2) on the *Turnover Intention* (Y) variable and based on the T-test criteria, it was obtained a significance of $0.654 > 0.05$ and the value of $t_{\text{count}} = 0.458 < t_{\text{table}} = 1.999$, then H_0 is accepted, it can be partially concluded that there is no effect of Work Stress on *Turnover Intention* in the company. From the results of data processing, obtained a significance value of 0.017 which is smaller than 0.05. From this analysis, H_0 is rejected, meaning that there are simultaneously independent variables affecting the dependent variable. To increase the *Turnover Intention* of employees, it is necessary to increase the Work Involvement and Work Stress of the employees. The value of *Adjusted R Square* in the table above is 0.099 or 9.9%. This condition explains that 9.9% of the variables of Job Involvement and Work Stress have a significant effect on *Turnover Intention*. The remaining 90.1% is influenced by other variables not examined in this study. This means that from the many factors that support *Turnover Intention*, the factor of Work Involvement and Work Stress that affects the *Turnover Intention* the most is 9.9%

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