

Analysis of Workload and Leadership Effect on Decreasing Employee Turnover

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Abstract: In an effort to prepare and face competition in industry 4.0, several things that need to be considered by companies such as, building a digital security framework, information system, and human resources. This can be hampered if the turnover intention in the company is still high. Thus the company can identify any factors that cause high employee turnover intention, so as to minimize these factors in an effort to fulfill the Industrial 4.0 concept objectives. Turnover is a serious problem in the field of Human Resource Management which deals with high turnover of labor (Kumar et al., 2012). Employee intention turnover will increase if the workload is increased or increased and will decrease if the leadership style is increased.

Keywords: Workload, Leadership, Turnover Intention

1. Introduction

The concept of Industry 4.0 developed in recent times has encouraged the business sector and government to improve Indonesia's competitiveness in the current digital era. Basically the main purpose of the Industrial revolution 4.0 is still the same as the aim of the previous revolution which focused on increasing revenue, saving costs and operational efficiency. Based on these objectives the business sector (company) must be able to meet these three objectives in order to be able to compete competitively. In an effort to prepare and face the competition, several things need to be considered by companies such as building a digital security framework, information systems, and human resources. Some choices that can be taken by the company include recruitment of outside talent or training existing employees to build digital capabilities internally. This can be hampered if the level of turnover intention in the company is still high. A high level of turnover intention can have an impact on quality and ability to replace employees who are conscientious from the company, so that it will create new costs in the recruitment process of employees. This can hinder the company from meeting the objectives of the Industry 4.0 concept. Thus the company can identify any factors that lead to high employee turnover intention levels, so as to minimize these factors in an effort to meet the objectives of the Industry 4.0 concept.

2. Literature review

A. Workload

Based on Minister of Home Affairs Regulation No. 12/2008,

workload is the amount of work that must be carried by a position or organizational unit and is the product of work volume and norms of time (Utomo, 2008). It can be concluded that workload is a process carried out by someone in completing the tasks of a job or group of positions that are carried out under normal conditions within a certain period of time. While other opinions that express the opinion of workload that emphasizes the demands of the tasks that must be done by employees are in the Tarwaka book Workload according to Hart & Staveland in (Tarwaka 2011: 106) that: Workload is something that arises from the interaction between the demands of work environment tasks which are used as workplaces, skills and perceptions of workers. *Beban kerja kadang-kadang didefinisikan secara operasional pada faktor-faktor seperti tuntutan tugas atau upaya-upaya yang dilakukan untuk melakukan pekerjaan.* Workload measurement is defined as a technique for obtaining information about the efficiency and effectiveness of an organizational unit, or office holders carried out systematically using job analysis techniques, workload analysis techniques or other management techniques. The factors that influence workload according to Utomo (2008) are as follows; (a) Number of jobs, (b) Target work, (c) Boredom, (d) Overloading, (e) Work pressure. Compensation is something that employees receive as a substitute for their service contribution to the company. Giving compensation is one of the implementation of HRM functions that deals with all types of individual awards in exchange for carrying out organizational tasks. Compensation is the main cost of security or work and loyalty in the company's business in the 21st century. Compensation is the main reason for someone to find a job.

B. Leadership

Robbins and Coulter (2010) state that, leadership is a process of leading a group and influencing the group in achieving its objectives. Effective leadership must give direction to the efforts of all workers in achieving organizational goals. While leadership style is a way of leaders to influence subordinates to achieve organizational goals (Susanto and Putra, 2010). There are three leadership styles, namely, autocratic leadership style, democratic leadership style and laissez-faire leadership style (Puni et al., 2016):

- *Autocratic leadership style:* In an autocratic leadership

style, a leader does not give decision-making authority to subordinates. Autocratic leaders believe in rewards and punishments as motivation.

- *Democracy leadership style:* In a democratic leadership style, a leader usually asks for opinions or advice from team members or subordinates before making a decision. Communication between superiors and subordinates takes two directions.
- *Laissez-faire leadership style:* In laissez-faire leadership style, leaders will give full freedom to subordinates in making decisions. The goals and objectives are set only when needed and needed. Leaders communicate with subordinates only when needed.

C. Turnover intention

Harnoto (2002) states that, turnover intentions are the desire to leave the company, with a reason to get a better job. Signs of employees do turnover intentions based on Harnoto (2002), which is increased absenteeism, getting lazy to work, increasing violations of work order, increasing protest against superiors, and positive behavior that is very different from usual. Factors that influence the occurrence of turnover intentions in a company include the amount of salary, work performance, career development, work environment, job satisfaction, boss leadership style, promotion opportunities, employee commitment and many other factors that cause turnover intentions in a company. Employee intentions that occur excessively in an organization will eventually lead to turnover which will make the organization spend a lot of money, both direct and indirect costs. These costs are related to the recruitment, selection, placement, training, and procurement of substitute employees (Puni et al., 2016).

3. Methodology penelitian



Fig. 1. Research Flowchart

The research begins with conducting a literature study in advance related to the causes and efforts to reduce the turnover

rate of employee intention. Turnover is a serious problem in the field of Human Resource Management that relates to high labor turnover (Kumar et al., 2012). Then an expert discussion was carried out to determine reliable variables related to turnover, selected two main variables, namely workload and leadership style. The next stage is the distribution of questionnaires distributed randomly to workers spread across the Jakarta area. Then the results of the questionnaire data were processed using SPSS to see trends in the influence of workload and leadership style on employee turnover intention. Based on the results of data processing can be analyzed more deeply and drawn conclusions.

4. Result

A. Data

Data obtained from the collection of questionnaires that have been given to office employees who work in Jakarta as many as 90 respondents. The questionnaire consisted of 16 questions consisting of 8 questions regarding workload variables (X1), 3 questions regarding leadership style variables (X2), and 5 questions regarding turnover intention variables (Y). The characteristics of the respondents in general are as follows:

Table 1
Characteristic Respondent

No.	Characteristic	Count	%
1	Gender		
	Male	43	48%
	Female	47	52%
2	Age		
	<20	7	8%
	20-25	42	47%
	26-30	21	23%
	>30	20	22%
3	Status		
	Single	58	64%
	Married	32	36%
4	Work Experience		
	<1th	2	20%
	1-2th	82	24%
	>2th	6	56%
5	Salary		
	<3jt	6	7%
	3-5jt	56	62%
	>5jt	28	31%

Based on the characteristics table above, it can be concluded that the majority of respondents are still aged 20-25 years, the majority of respondents are unmarried, work more than 2 years and income range from 3 - 5 million.

1) Normality test

The normality test is intended to test whether the research data is normally distributed or not. In this study the normality test of the data using Kolmogorove-Smirnov, a significant value of $0.200 > 0.05$, because the significant value is greater than 0.05, the data is declared to be normally distributed.

Table 2
Normality test value
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		90
Normal Parameters ^{a,b}	Mean	.0114462
	Std. Deviation	.59171628
Most Extreme Differences	Absolute	.069
	Positive	.041
	Negative	-.069
Test Statistic		.069
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

Source: Result from spss 24

Data that is normally distributed visually can be seen through the P-P plot, the plot approaches a diagonal line which means that the data is normally distributed and can be processed further.

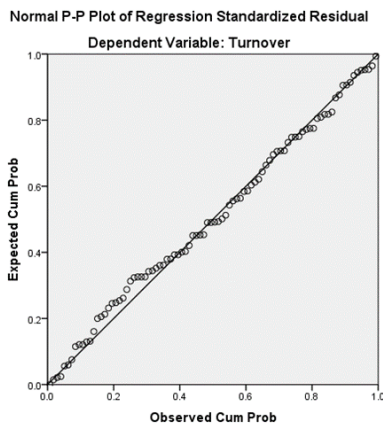


Fig. 2. P-P Normality distribution plot

B. Validity test

The Validity Test aims to determine the extent to which a measuring device actually measures what should be measured. An instrument is said to be valid if the instrument can be used to measure what should be measured. Data is said to be valid if the value of r count is greater than the value of r table. Based on the r table value for respondents as many as 90 people and $\alpha = 0.05$, the r table value is 0.207. From the results of processing questionnaire data obtained r count values as follows:

Table 3
Validity test of workload (X1)

Indicator	Calculated Value	Table Value	Note
BK1	0,305	0,207	Valid
BK2	0,646	0,207	Valid
BK3	0,714	0,207	Valid
BK4	0,750	0,207	Valid
BK5	0,624	0,207	Valid
BK6	0,846	0,207	Valid
BK7	0,830	0,207	Valid
BK8	0,438	0,207	Valid

Source: Result spss 24

Table 4
Validity test of leadership (X₂)

Indicator	Calculated Value	Table Value	Note
GP1	0,831	0,207	Valid
GP2	0,338	0,207	Valid
GP3	0,825	0,207	Valid

Source: Result spss 24

Table 5
Validity test of Turnover Intention (Y)

Indicator	Calculated Value	Table Value	Note
TI1	0,862	0,207	Valid
TI2	0,713	0,207	Valid
TI3	0,571	0,207	Valid
TI4	0,869	0,207	Valid

Source: Result spss 24

1) Reliability test

Indicators are declared reliable or reliable if a person's statement is consistent, reliability analysis uses the Cronbach Alpha formula. Data is said to be reliable if the value of r count is greater than the value of r table. Based on the r table value for respondents as many as 90 people and $\alpha = 0.05$, the r table value is 0.207. From the results of processing questionnaire data obtained r count value as follows:

Table 6
Reliability test of workload (X₁)

Reliability Statistics	
Cronbach's Alpha	N of Items
.806	8

Source: Result from spss 24

Table 7
Reliability test of leadership (X₂)

Reliability Statistics	
Cronbach's Alpha	N of Items
.409	3

Source: Result from spss 24

Table 8
Reliability Turn Over (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.758	4

Source: Result from spss 24

All indicators in variable workload, leadership style and turn turnover intentions are reliable and have consistency in measurement and can be further analyzed.

2) Multiple linear regression test

Multiple linear regression is used to determine the effect of workload variables and leadership style on turnover. Does the independent variable of workload and leadership style have a positive or negative effect on the dependent variable namely turnover, multiple linear regression tests using SPSS, the results are as follows:

Obtained multiple linear equations namely:

$$Y = a + b_1 X_1 + b_2 X_2$$

$$Y = 6.610 + 0.294 X_1 - 0.111 X_2$$

From the equation obtained means employee turnover will increase if the workload increases or increases and will decrease if the leadership style is increased.

Table 9
 Multiple Linear regression test

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	6.610	2.576		2.566	.012
	Workload	.294	.059	.472	5.005	.000
	Leadership	-.111	.164	-.064	-.674	.502

a. Dependent Variable: Turnover

Source: result of 24

3) Determination coefficient

Table 10
 Determination Coefficient result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482 ^a	.232	.215	3.104

Source: result spss 24

It is known that the value of R Square is 0.232 or (23.2%). This figure shows the role percentage of the influence of independent variables (workload and leadership style) on the dependent variable (turnover intentions) of 23.2%, while the remaining 76.8% is influenced or explained by other variables not included in this research model.

5. Conclusion

- Employee turnover will increase if the workload increases or increases and will decrease if the leadership style is increased.

- The role of workload and leadership style towards turnover is 23.2% while the remaining 76.8% comes from other factors that have not been studied by researchers in this study.

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