

The Effectuated Factors of Turnover on PT Sumatrasarana Sekar Sakti Medan

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ABSTRACT

PT Sumatrasarana Sekar Sakti (PT SSSS) Medan is a private company engaged in the transportation of CPO and BBM. Workload provided by the company is considered to influence the decision of employees to leave the company which has an impact on high turnover rates. The intended workload is related to physical workload and mental workload. The purpose of this study is to formulate policies that need to be implemented by management to reduce turnover rates. In this study a structured questionnaire instrument with a 5-point Likert scale was used to measure the effect of physical and metal workload on the level of turnover that occurred at PT SSSS Medan. The population in this study were 50 people and the entire population was sampled in the study. The data obtained were analyzed using qualitative descriptive methods. This study shows that each workload, both physical and mental, affects the turnover rate in the medium category. Mental workload is the dominant workload compared to physical workload in the medium category.

Keywords: physical workload, mental workload, turnover

INTRODUCTION

In the current era of digitalization, human resources are an important asset in organizational effectiveness that plays a role in creating innovation, both product development and system development, so that companies still have competitive advantage values compared to their competitors (Alif, 2015). Therefore, a company needs human resources who are

competent, qualified and provide the best performance for the sustainability of the company, but this is a challenge for the company because currently it is very difficult to find or maintain competent and qualified workforce. This is supported by the McKinsey & Company Survey in Axelrod et al., (2001) which found that 90% of companies surveyed said that it is more difficult to nurture talented individuals today than in previous years. Mathias and Jackson (2009) in Krisetya (2013) explain that the effort to retain employees has become a major problem in many organizations for several reasons, including lower turnover. Each individual nurtured means one less person who has to be recruited, selected and trained.

In maintaining competent human resources, the company must determine various appropriate policies to minimize turnover intention in the company. Turnover Intention can have a real impact in the form of turnover where this can be a serious problem for the company, especially if the workers who leave are workers who have expertise, ability, skilled, and experience or workers who occupy vital positions in the company, so that it can interfere with the effectiveness of the company's running (Irvianti&Verina, 2015). The departure and entry of employees in a company cannot be avoided and is considered normal. However, if employee turnover has increased due to frequent occurrences, this will certainly be detrimental to the company. The negative impact that is felt due to turnover at the

company is on the quality and ability to replace employees who leave the company, so it takes time and new costs to recruit new employees (Waspodo et al., 2013). Meanwhile, according to Mobley (2000), the negative impact felt by the company due to turnover is detrimental to the company in terms of costs, resources, and employee motivation.

This turnover phenomenon also occurs at PT Sumatrasarana Sekar Sakti, which is a private company engaged in the transportation of CPO (Crude Palm Oil) and BBM (Fuel Oil). According to data received from the HRD Department, the turnover rate that occurred at PT Sumatrasarana Sekar Sakti or known as PT SSSS (S4) was relatively high, for 2017 the turnover rate at PT SSSS was 21% while in 2018 it was 30% and 2019 was 13, 9%.

Table 1: PT SumatrasaranaSekar Sakti Employee Turnover Data for the 2017-2019 Period

Year	Number of Employee	Employee In	Employee Out	Turnover %
2017	530	174	73	21,1
2018	691	282	96	30,5
2019	736	241	142	13,9

According to Gillies, 1989 (in Yuda & Ardana, 2017) employee turnover is said to be normal if the percentage shows between 5-10% per year and is said to be high if more than 10% per year. This shows that the employee turnover (turnover) in PT SSSS is high because it is more than 10%. One of the policies that have been taken by the management in handling this turnover rate is the intensive provision which is carried out every month according to the performance and achievement of the employee, but it seems that this is not the only thing that has affected PT SSSS employee turnover.

One of the factors that cause employees to want to leave the company is the workload they face. Workload refers to the intensity of the assignment of work. This is a source that can put mental stress on employees (Shah et al., 2011). According to Meshkati in Tarwaka, (2010) workload can be defined as a difference between work capacity or ability with the job demands that

must be faced. Considering that human work is mental and physical, each has a different level of burden. The loading level that is too high allows the use of excessive energy and overstress, on the other hand, the intensity of the loading that is too low allows a feeling of boredom and boredom or under stress.

The level of loading that does not match the ability of the employee with the demands of the job creates a feeling of dissatisfaction for the employee, especially if the level of loading has an intensity that is higher than previously expected. Companies must have the ability to analyze the workload of employees. However, in practice there are still many gaps between employee expectations and accepted reality, there are still many companies that have not really implemented that employees are a valuable asset to the company so that policies such as the level of work load are too high (such as the occurrence of double jobs) or imposition work is too low, which can lead to the desire of employees to leave the company (turnover intention) which results in increased employee turnover. At PT. SSSS employee workload in the form of double jobs is the reason researchers chose workload as the independent variable. Based on the results of the pre-survey conducted on 35 respondents, 23 of them stated that they were doing double jobs.

Turnover Intention

Mobley (2000) defines turnover intention as the termination of membership in an organization by individuals who wish to change jobs by receiving organizational monetary wages. Booth and Hamer (2007) define turnover intention as the worst impact of an organization's inability to manage individual behavior so that individuals feel they have a high intention to move jobs. There are several aspects that can be used to measure turnover intention according to Booth and Hamer (2007) which consist of level of commitment, job satisfaction, management support, career development, and job improvement. Mobley

(2000) argues, there are three indicators used to measure turnover intention, namely thoughts of quitting, the desire to leave (intention to quit), and the desire to find another job (intention to search for another job).

Turnover

Turnover is the tendency or intensity of individuals to leave the organization for various reasons, including the desire to get a better job. According to Lussier and Hendon (2016) Employee turnover is the permanent discharge of employees from an organization. Cascio in Novliadi (2007) defines turnover as the permanent cessation of a working relationship between a company and its employees.

The negative impact that is felt due to turnover in the company is the quality and ability to replace employees who leave the company, so it takes time and new costs to recruit new employees (Waspodo et al, 2013). Meanwhile, according to Mobley (2000) that the negative impact felt by the company due to turnover is detrimental to the company in terms of costs, resources, and employee motivation. According to Akgunduz and Sanli (2017), a high turnover rate can be detrimental to the organization, because if turnover occurs in employees who have high performance, the organization will experience continuous production costs and disrupt the running of the organization.

Turnover measurement

Turnover in a company can be measured based on the turnover rate index quantitatively and expressed as a percentage based on a certain period of time (usually within 1 year). The percentage of employee turnover is calculated using the following formula (Hasibuan, 2012):

$$TO = \frac{\text{Number of Employees Accepted} - \text{Number of Outgoing Employees}}{1/2(\text{Number of Initial Employees} + \text{Number of Final Employees})} \times 100\%$$

Workload

According to Hart & Staveland in Tarwaka (2011: 106), workload is

something that arises from the interaction between the demands of the work environment which is used as a workplace, skills and perceptions of workers. According to Menpan in Dhania (2010: 16), the definition of workload is a group or a number of activities that must be completed by an organizational unit or office holder within a certain period of time. Meanwhile, according to Meshkati in Widyanti et al (2010:1) defines workload as the difference between workers' abilities and job demands. If the worker's ability is higher than the job demands, a feeling of boredom will arise. The physical workload of work is received by the body as a result of carrying out a work activity. The basic principle in ergonomics is demand (capacity) so that the physical workload received by the body at work does not exceed the physical capacity of the human (worker) concerned (Wignjosoebroto, 2008).

Mental workload is a condition that is directly related to what mental processes are involved and needed at work (Winarsunu, 2008). This job will result in mental fatigue if the job is in a long condition, not as a result of direct physical activity but due to brain work. Mental workload that results in mental fatigue, increasing work tension continuously or consistently will reduce job satisfaction which triggers a person's desire to resign or leave the company.

Conceptual Framework

The research wants to see and analyze the relationship between mental workload and physical workload as the cause of the turnover that occurs in PT.SSSS. In accordance with the description on the background of the problem, literature review and previous research, a conceptual research framework is prepared as follows:

The operational definition and measurement of variables are explained as follows:

1. Physical work load (X1) is the job demands related to the employee's

physiological condition. The indicators used are the number of tasks, work environment, supporting facilities / infrastructure, job satisfaction and motivation

2. Work mental load (X2) is a job that involves a thought process, detecting problems, overcoming unexpected events and making decisions in

completing tasks that must be completed at a predetermined time. The dimensions used were physical symptoms, mental symptoms and organizational symptoms.

3. Turnover (Y) is the employee leaving / stopping the company. The indicators used are physical workload, mental workload, other causes of resigning and looking for work at other companies

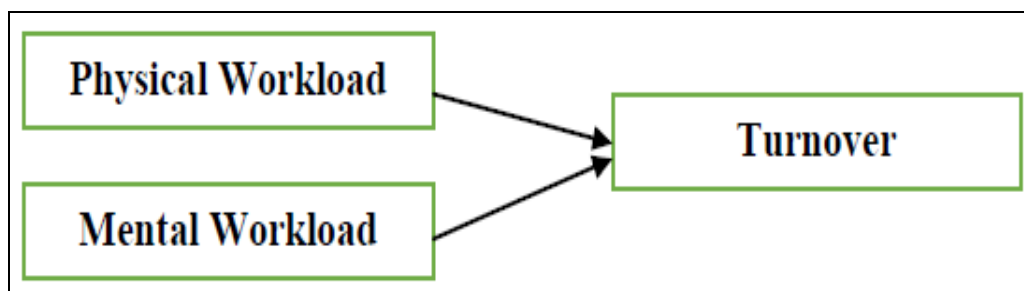


Figure1: Research conceptual framework

RESEARCH METHOD

The research was conducted at PT Sumatrasarana Sekar Sakti which is located at Jalan Veteran Komplek Center Point No. 1C, Kelurahan Gang Buntu, Medan Timur District, Medan city, North Sumatra.

This type of research is included in the type of qualitative descriptive research that aims to interpret and tell data related to the current situation, attitudes and views that occur in society, the conflict between two / more conditions, the relationship between variables, differences between facts, the influence of a condition, and others (Sugiyono, 2007).

The study used a questionnaire for data collection. The population that is the object of this research is 50 employees who have resigned from PT SSSS, the entire population is the research sample. The data analysis technique in this study used a qualitative descriptive analysis technique.

RESULT AND DISCUSSION

Descriptive Respondents

It is known that the dominant female gender in this study was 54%, while the male was 46%. Descriptive age of respondents shows that the age of the most respondents is in the age group of 30 - 39 years as many as 16 people (32%) and

respondents aged 40 - 49 years are 1 person (2%), respondents aged <30 years are 33 people (66%). This shows that the age of the respondent is the respondent is dominated by the productive age. The descriptive work period of the respondents shows that 7 people have worked <1 year (14%), 24 people (48%) have worked 1-3 years, 16 people 4-5 years (32%) and > 5 years 3 people (6%). It can be concluded that the majority of respondents are dominated by working periods of 1-3 years. The descriptive education of the respondents shows high school education as many as 4 people (8%), respondents with D3 education are 7 people (14%), as many as 37 people (74%) have an undergraduate education and 2 people (4%) have a Masters degree. So, it can be concluded that the majority of respondents are dominated by S1 education levels.

Descriptive Analysis of Physical Workload

The average score obtained is 3.04 which is included in the moderate category, meaning that the respondents feel that the number of tasks is a physical burden which is enough to trigger the desire to look for job seekers in other companies. with an average score of 2.52 which is in the low

category, meaning that the respondent feels that the work environment causes a little desire to leave. with an average score of 2.26 which is in the low category, meaning

that the respondents felt that the facilities / facilities and infrastructure were not in accordance with what was expected by the respondent, causing a little desire to leave.

Table 2: Respondents' Answers to the Physical Workload Statement

No	Statement	Respondents' Answers						
		STS	TS	CS	S	SS	Mean	Info
1	The number of jobs that exceed the capacity raises the desire to find work in other companies	1	5	17	22	5	3.50	High
		2%	10%	34%	44%	10%		
2	My daily workload is not up to my work standards so I want to find another job	0	12	12	22	4	3.36	Middle
		0	24%	24%	44%	8%		
3	I can't leave the office when work time is up	13	19	12	4	2	2.26	Low
		26%	38%	24%	8%	4%		
4	The work environment is not what I expected	10	14	18	6	2	2.52	Low
		20%	28%	36%	12%	4%		
5	Facilities / facilities and infrastructure do not support work	14	18	11	5	2	2.26	Low
		28%	36%	5%	36%	4%		

Descriptive Analysis of Mental Workload

1. The majority of respondents answered agree as many as 26 people or 52% with an average score of 3.32 which is included in the medium category for work demands and pressure makes headaches.
2. The majority of respondents agreed as many as 19 people or 38% for sleep disorders. Based on the research, the average score obtained is 2.68 which is in the medium category.
3. The majority of respondents answered disagree as many as 22 people or 44% for disturbed appetite. Based on the research, the average score obtained is 2.42 which is in the low category.
4. The majority of respondents answered quite agree as many as 18 people or 36% balanced with disagree as many as 17 people or 34% for neck and back stiffness when completing work. Based on the research, the average score obtained was 2.76 which was in the medium category.
5. The majority of respondents answered disagree as many as 20 people or 40% for excessive sweating. Based on the research, the average score obtained was 2.70 which was included in the moderate category. This means that the respondent feels that if in completing the workload, they must race against the target to cause excessive sweating; this is enough to trigger the desire to leave the company.

6. The majority of respondents answered agree as many as 25 people or 50% for jobs that race against the target. For jobs that require high concentration, the majority of respondents answered disagree as many as 19 people or 38% while for the insufficient completion time statement the majority of respondents answered disagree as many as 20 people or 40%. Based on the research, the average score obtained was 2.98 which was in the moderate category
7. The majority of respondents answered disagree as many as 17 people or 34% for the statement that they feel forgetful easily. Based on the research, the average score obtained was 2.74 which was in the medium category.
8. The majority of respondents answered disagree as many as 22 people or 44% for the statement that it was difficult to concentrate and focus. Based on the research, the average score obtained was 2.76 which was in the medium category.
9. The majority of respondents answered agree as many as 20 people or 40% for the statement that they feel anxious about not being able to complete work on time. Based on the research, the average score obtained is 3.10 which is in the medium category.
10. The majority of respondents answered that they quite agreed as many as 20 people or 40% for the statement that they were irritable if someone interfered

with when the work was near the deadline. Based on the research, the average score obtained is 3.10 which is in the medium category. This means that the respondent feels irritable, including a mental workload which is sufficient to cause a desire to leave the company.

11. The majority of respondents answered disagree as many as 31 people or 62% for statements of despair in completing tasks. Based on the research, the average score obtained is 2.44 which is in the low category. This means that respondents feel that hopelessness is a mental workload that causes little desire to leave the company.
12. The majority of respondents answered quite agree as many as 28 people or 56% for the statement that the job had a fairly high level of difficulty. For the statement of the risk of work errors made very large, the majority of respondents answered quite agree, as many as 26 people or 52%. Based on the results of the study, the average score obtained was 3.07 which was included in the medium category.
13. The majority of respondents answered agree as many as 28 people or 56% For statements to detect and analyze problems, while for the statement of work requires me to be able to deal with unexpected events the majority of respondents answered agree as many as 30 people or 60%. Based on the results of the research, the average score obtained was 3.78 which was included in the high category.
14. The majority of respondents answered agree as many as 30 people or 60% For the statement of work must be completed quickly and accurately. Based on the results of the research, the average score obtained was 4.08 which is in the high category.
15. The majority of respondents answered quite agree as many as 18 people or 36% for statements that they are often late for work. Based on the results of the study,

the average score obtained was 2.38 which was in the low category.

16. The majority of respondents answered strongly disagree as many as 28 people or 56% for the statement of frequent absenteeism. Based on the results of the study, the average score obtained was 1.74 which was included in the very low category.

Descriptive Analysis of Turnover Statements

1. The majority of respondents answered quite agree as many as 17 people or 34% for the statement that the physical workload that is not appropriate is the reason for leaving the company. Based on the results of the study, the average score obtained was 2.96 and was in the medium category, meaning that the physical burden felt by employees who had left was not in accordance with their capacity.
2. The majority of respondents answered quite agree as many as 15 people (30%) were the same as agreeing as many as 15 people (30%) for the statement that the mental workload that is not appropriate is the reason for leaving the company. Based on the results of the study, the average score obtained was 3.08 and was in the medium category, meaning that the mental burden felt by employees who left was not in accordance with their capacity.
3. The majority of respondents answered agree as many as 22 people or 44% for the statement that the performance system is unfair and objective is not in accordance with the workload given and the giving of authority to employees in carrying out and completing work. This is followed by a job promotion that is not based on the performance of the employees with the number of respondents being 20 or 40% of the total respondents. Based on the results of the study, the average score was 3.76. The high percentage of these three points

illustrates another reason for employees resigning.

4. The majority of respondents answered quite agree as many as 17 people or 34% for the statement looking for work at another company ≤ 1 year from joining PT SSSS. Based on the results of the research, the average score obtained is 2.90 and is in the medium category, meaning that employees who have left already have the intention to leave the company.

Turnover Based on Physical Workload

Overall, the average score is 2.60, meaning that the turnover is based on the physical workload on the job in a moderate position. However, it can be seen that the number of tasks exceeding the capacity is the highest mean value of 3.04.

Turnover Based on Mental Workload

Overall, the average score is 2,725, meaning that turnover is based on mental workload at work in a moderate position. However, it can be seen that the temporal demand is the highest mean value of 4.08.

Causes of Respondents to Make a Turnover

It is known that according to respondents, workload is one of the factors causing them to make a turnover, especially mental workload where the average score is 3.08 higher than physical workload. However, there are other reasons or reasons for the respondent to make a turnover, this can be seen in indicators of other causes of resignation such as performance appraisal, career development, granting of authority, suitability of interest in work, the average score obtained for this indicator is 3.76 in the high category.

CONCLUSION

1. Based on the results of research on employee turnover who have left the PT SSSS company, it can be concluded that the level of workload both physically and mentally felt by respondents is in the medium category. This means that the workload both physically and

mentally raises and affects the desire to make a turnover.

2. Mental load is a workload that has a greater value, namely 2,725 in the moderate category, this is reinforced by the results of the statement regarding the factors causing respondents to leave PT SSSS, it is found that mental workload is also higher than physical workload, which is 3.08 in the medium category.
3. Judging from the mental workload, there are two elements of the highest indicators that must be of concern for evaluation, namely:
 - A. Temporal demands with a score of 4.08
 - B. Settlement effort with a score of 3.78
4. Judging from the physical workload, there is one element of the highest indicator in the medium category that must be considered for review, namely: the number of tasks with a score of 3.04

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