

TURNOVER FACTORS ANALYSIS IN BUSINESS ORGANIZATION

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ABSTRACT

This study aims to determine the factors causing the turnover of a business organization. The method used was quantitative with a descriptive-analytical approach, with 333 respondents. Data collection in this research was conducted by questionnaire technique and documentary study. The Data Obtained is then processed using SPSS version 23.00. From the results of the data show, the contribution given by career development is 23.40%, equal to 17.90% of welfare, equal to 21.50% workload, and health safety equal to 21.20% to turnover. While the rest of 21.20% is another factor that is not researched.

Keywords:

Career development, Welfare, Workload, Occupational safety, and health.

Received: February 18, 2018 ;

Accepted: February 28, 2018;

Publish: September 2018

How to Cite:

Rosmadi, N. M. L. (2018). *Analysis Of Factors Cause Of Turnover In Business Organization*. *Econosains*, 16(2), P 146-154.

INTRODUCTION

In business organizations (companies) the employee is an asset that can not be replaced by other resources. Machinery and other production facilities is a tool to simplify and speed up the work. But not a few companies in the conduct of its business activities are constrained by the number of potential workers do turnover for various reasons. To retain these employees would have to be able to manage the company's management of potential employees (competence) well for the achievement of organizational goals.

Turnover is a serious problem in the field of human resource management who related labor turnover is high (Kumar and Jacob, 2012). This is confirmed by Nafiudin and Umdiana (2017: 70) argue that turnover would hurt the organization because it creates instability in the labor conditions, declining employee productivity, which is not conducive to the working atmosphere and also result in increased cost of human resources. The turnover means that the company lost several workers. This loss must be replaced with new hires. The company must pay to range from recruitment to get ready workforce. Employees who are left behind will be affected motivation and morale. Employees who previously did not try to look for a new job will start looking for a job, which will then perform turnover (Nasution, 2009).

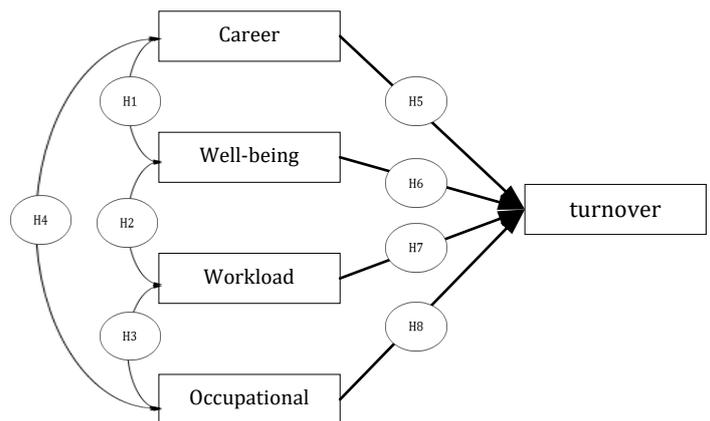
A survey conducted in December 2015 until January 2016 on 4,331 respondents obtained the data, that as much as 52.16% of respondents said holiday allowance be the main tool for companies to give appreciation to employees, 83.94% of respondents consider the company does not assume the achievement of an employee as a consideration factor so that the development career a obtain addition-

al allowances, 22.30% expect to be given transportation allowance, 10.15% of respondents would like to receive additional consumption benefits, 4.81% of respondents willing to receive the benefits of telecommunications, and 13% of respondents considered the company deserves to show loyalty allowance (Setiawan, 2016).

Empirical research conducted by Rachmah (2017: 62) showed that in general the welfare of employees feels the system is not running properly and supervision does not protect subordinates with a good impact on the discomfort in the work and thinking of looking for another job.

From the explanation above, the writer can formulate the problem; what factors are drivers of turnover in business organizations and how these factors can affect the performance of the business organization. The purpose of this study was to determine and analyze the factors driving employee turnover and the influence of these factors on the performance of the business organization.

The conceptual framework of the research can be described as follows:



Picture 1
Conceptual Framework Research
The hypothesis is as follows:

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* <https://doi.org/10.21009/econosains.0162.02>

H1, H2, H3, and H4: Career development, welfare, workloads, and safety and occupational health have a significant relationship.

H5: Career development has a significant impact on turnover

H6: Welfare has a significant effect on turnover

H7: The workload has a significant influence on the turnover

H8: Safety and Occupational Health has a significant impact on turnover

To test these hypotheses using path analysis (path analysis) and to facilitate processing using SPSS software version 23.00.

LITERATURE REVIEW

Career development

Career development can be seen from these two perspectives, individuals and institutions. Planning one's career centered on the individual is planning a more centered on the individual's career, while institution centered is focused on jobs and identifying career paths that provide a logical progression over the people in between jobs within the organization (Bibowo and Masdupi, 2015: 5).

Hafiz, et.al. argues (2016: 104) that career development is a continuous process through which the individual through personal efforts to realize the goal of career planning tailored to organizational conditions. However, the high rate of turnover due to the lack of security features in the works, welfare that is not following the workload, and there are no opportunities for career development (Chikwe, 2009). The results of research conducted by Lu, et. al. (2011) concluded that the heavy workload, excessive supervision in carrying out the work and their conflicts either fellow employees as well as employees with management to be one of the causes of turnover.

Welfare

Business organization achievement is inseparable from the role of workers (employees) as shown by the achievement of targets in the form of production results in the form of goods or services. With the achievement of organizational goals, management is obliged to give a token of appreciation to employees in the form of awards (reward). Article 1 to 31 of Law No. 13 of 2003 on Labor asserted that welfare worker/laborer is a fulfillment of the requirements and/or needs that are physical and spiritual, both inside and outside the employment relationship, which directly or indirectly enhance work productivity in a working environment that is safe and healthy.

One form of the welfare of employees is by giving awards in various forms. The award was given to motivate employees to participate in the activities and development of the company's growth as well as build employee commitment (Putrianti, et. Al., 2014: 1). From the results of empirical research conducted by Arifin, et.al. (2016: 73) concluded that the compensation and organizational commitment to affect employee performance and impact on the turnover.

Workload

Each workload is received by a person or balanced should fit well within the physical capabilities, as well as cognitive, as well as human limitations that receive the load. The ability of a labor work differently from one another and are highly dependent on the skill level, physical fitness, age and body size of the workers concerned (Soleman, 2011: 85).The workload is an activity that must be done by the workers (employees) that exceeds his ability. This contributed to

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the decline in body resistance result in a decrease in work productivity (Ippolito, et. al., 2010).

Dhania and Dhini (2010) argue that the workload is the number of activities that require mental process or capability that must be completed within a certain period, either in the form of physical or psychological. While Brannon et. al. (2007) revealed that the workload based on the amount of work performed by the employee obliged beyond his ability. This has an impact on the intention to leave the company. Therefore, according to Beloor and Swamy (2017) work should be maintained effectively to ensure that all employees working on their potential and stress-free.

The results of empirical research conducted by Irvianti and Verina (2015: 122) can be concluded that employees who are thinking of leaving their jobs because they feel an excessive burden. Similarly, the work environment is also a key factor for the employees.

Occupational Health and Safety

Companies and human resources are the two components relations are interlinked. On the one hand, the company established with the aim to benefit as much as possible, on the other hand, employees have expectations and specific needs that can be filled with the company, so getting job satisfaction in work (Kurniawan, 2016: 723) K3 Program is expected to reduce the number of accidents work caused by the negligence of the employee, and the employee is expected to be more careful in doing their jobs, so that labor productivity can be increased.

Article 87 paragraph (1) of Law Number 13 of 2003 on Labor insists that every company must implement a safety management

system and occupational health management system integrated with the company. Article 87 paragraph (1) is reinforced by Government Regulation No. 50 Year 2012 Article 1 to 1, which confirms that the Management System Occupational Health and Safety is part of the overall enterprise management system in order to control the risks associated with work activities in order to create workplaces that are safe, efficient and productive. Ambarsari (2015: 6) argues that the achievement of the company if the company always pay attention to occupational health and safety factor (K3), because it can improve the performance of employees.

Results of research conducted by Moniaga et. al. (2012: 151) concluded that occupational safety and health, both directly and indirectly affect the productivity of employees and if it is not addressed then the impact on the performance and the turnover.

RESEARCH METHODS

This research was conducted at PT. Gardatama Satria Bandung. This study using quantitative methods with a descriptive-analytical approach by the number of respondents was 333 people and all as the population without using the sample. Collecting data in this study was done by using a questionnaire and documentary studies. The questionnaire intended to collect primary data on perception/view about career development, welfare, workload, as well as occupational safety and health. While the documentation study is intended to gather data that can not be captured through a questionnaire and documentation study. Data from the questionnaire or questionnaires were processed using SPSS version 23.00.

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RESEARCH RESULT

From the results of research conducted with respondents are employees of PT. Satria Bandung amounting Gardatama333person. Validity test results of the study variables, it is known that all items of each variable are declared invalid, so there should be no items were removed. The value of reliability are:

Table 1.
 Reliability Test Results

No.	Variables	Score	Category
1	Career development	0,848	reliable
2	well-being	.834	reliable
3	Workload	.853	reliable
4	Occupational Health and Safety	0.827	reliable
5	turnover	.838	reliable

Sources: Primary data was reprocessed

From Table 2 above, it appears that all the instruments used to collect the data is above 0.70, so it can be said that all the research instrument used is reliable. Requirements to perform path analysis (path analysis) is the relationship between the independent variables (X1, X2, X3, X4), and the relationship between these variables can be seen from the correlation coefficient.

Calculation of correlation analysis using Pearson Product Moment Correlation was conducted to determine how strong the relationship between several independent variables was examined in this study. Sugiyono (2010: 228), found a correlation technique is used to find the relationship and prove the hypothesis relationship between two variables when both variables

form the data interval or ratio, and data resources of the two or more variables are the same. These calculations using SPSS version 23.00 and showed the following results:

Table 2.
 The correlation between variables

Correlations						
		turnover	Career	Well-being	Workload	K3
Pearson Correlation	Turnover	1,000	.785	.766	.775	.732
	Career	.785	1,000	.657	.689	.652
	Well-being	.766	.657	1,000	.693	.660
	Workload	.775	.689	.693	1,000	.594
	K3	.732	.652	.660	.594	1,000
Sig. (One-tailed)	Turnover	,	.000	.000	.000	.000
	Career	.000	,	.000	.000	.000
	Well-being	.000	.000	,	.000	.000
	Workload	.000	.000	.000	,	.000
	K3	.000	.000	.000	.000	,
N	Turnover	333	333	333	333	333
	Career	333	333	333	333	333
	Well-being	333	333	333	333	333
	Workload	333	333	333	333	333
	K3	333	333	333	333	333

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Source: Data processed.
 The results of path analysis (path analysis) through linear regression analysis using SPSS version 23.00 can be described as follows:

Table 3.
 Influence partially Career Development, Welfare, Workload, and K3 to Turnover

Coefficients						
Model	Coefficients unstandardized		standardized Coefficients	t	Sig.	
	B	Std. Error				
1	(Constant)	-2520	1,624		-1552	.122
	Career	.292	.039	.297	7,536	.000
	Well-being	.236	.040	.233	5839	.000
	Workload	.272	.038	.278	7072	.000
	K3	.226	.038	.219	5943	.000
a. Dependent Variable: Turnover						

Then the simultaneous effect of the independent variable on the dependent variable known to the coefficient of determination (square multiple correlations) is the coefficient used to determine the contribution of independent variables to changes in the dependent variable. The results of the analysis of the influence of variables simultaneously track career development (X1), Welfare (X2), Workload (X3), and K3 (Occupational health and safety) of the Turnover (Y) by using SPSS 23.00.

Table 4.
 Simultaneous influence on Variable Bound Variables

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.887a	.788	.785	3.57998
a. Predictors: (Constant), Career, welfare, workload, K3				
b. Dependent Variable: Turnover				

Following the calculation results of path analysis, the following are presented the total effect, the direct effect and the indirect effect of each variable as shown in Table 5 below:

Table 5.
 The total influence, the influence of Direct and Indirect Influence

variables	turnover					
	Direct Impact	Indirect Influence				Effect of Total
		X1	X2	X3	X4	
Career development	0.088	-	0,046	0.057	0,043	0.234
Well-being	0,054	0,046	-	0.045	0,034	0.179
Workload	0.077	0.057	0.045	-	0,036	0.215
Occupational Health and Safety	0,048	0,042	0,034	0,036	-	.160
Effect of total	0.267	0,145	0,125	0,138	0,113	.788

Sources: Primary data was reprocessed.

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The research results are to be obtained the data, that the career development variables accounted for 23.40% of the turnover. Chikwe (2009) argues, the high rate of turnover due to the lack of security features in the works, welfare that is not following the workload, and there are no opportunities for career development.

The opinion was supported by the results of the study were presented by Lu, et. al. (2011) that the load heavy workload, excessive supervision in carrying out the work and their conflicts either fellow employees as well as employees with management to be one of the causes of turnover.

Variable welfare accounted for 17.90% of the turnover. In connection with welfare Putrianti, et. al. (2014: 1) argues that the award is given to motivate employees to participate in the activities of the growth and development of companies and also building employee commitment. The opinion was strengthened by the results of research conducted by Arifin, et.al. (2016: 73) that the compensation and organizational commitment to affect employee performance and impact on the turnover.

Variable workload accounted for 21.50% of the turnover. In connection with workload Beloor and Swamy (2017) stated that the work should be maintained effectively to ensure that all employees working on the potential of each and free of stress. The opinion was strengthened by the results of research conducted by Irvianti and Verina (2015: 122) that employees who are thinking of leaving their jobs because they feel the excessive load. Similarly, the work environment is also a key factor for the employees.

Variable Health and Safety (K3) contributed 16% to turnover.

In connection with occupational safety and health, Ambarsari (2015: 6) argues that the achievement of the company if the company always pay attention to occupational health and safety factor (K3), because it can improve the performance of employees. The opinion was strengthened by the results of research conducted by Moniaga, et.al. (2012: 151) concluded that occupational safety and health, both directly and indirectly affect the productivity of employees and if it is not addressed then the impact on the performance and the turnover.

From the above description, Kotler (2007) argue that stimulation of marketing (marketing stimuli) which consists of product, price, place, and well-being into the consciousness of the buyer and will influence decision turnover. This is supported by Lupiyoadi and Hamdani (2006) which states that as a mix of these elements will influence each other so that if one is not exactly its organization will affect the overall marketing strategy.

CONCLUSION

Based on the analysis of data by using path analysis and discussion of the results of research that has been presented previously, it can be concluded that the turnover attributable to several factors, including the career development of employees accounted for 23.40%, amounting to 17.90% welfare, the workload of 21.50%, occupational health and safety (K3) accounted for 16%. The total number of contributing factors for the turnover in business organizations (companies) amounted to 0.788 or 78.80%. While the rest of 0, 212 or 21.20% are not examined factors. Factors that contribute to the occurrence of turnover is the biggest factor and

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load factor of the career development of employees.

SUGGESTION

In achieving the desired objectives, then the business organization is not only profit-oriented but also managing human resources (employees) by the management especially concerning efforts to improve productivity and employee performance. Excessive workload and not following the employee's ability and no future career development can lead to turnovers. If it is not handled properly, the management company may not achieve the expected goals.

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