

The Influence of Leadership, Compensation, and Workload on Turnover Intention at PT. Karya Utama Perdana

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The Influence of Leadership, Compensation, and Workload on Turnover Intention at PT. Karya Utama PerdanaCharles Bohlen Purba^{1*}, Dafit Fitria Bang⁴⁷, Saduk²¹Lecture of Magister Management Program, Universitas Mercu Buana (UMB), Jakarta, Indonesia²Student of Magister Management Program, Universitas Mercu Buana (UMB), Jakarta, Indonesia***Corresponding author**
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Abstract: Turnover Intention is the desire of the merchant to quit his job. The purpose of this study is to determine the direct influence of independent variables of leadership, compensation and workload of the dependent variable is turnover intention. This research was conducted at PT Karya Utama Perdana, with 113 respondents from total population of 162 employees. In determining the sample of this study, the authors use the formula slovin and data collection is done through interviews and questionnaires. Then on the data analysis, the authors used multiple linear regression analysis techniques that were processed using SPSS software version 24, so the results obtained further indicate that leadership has significant effect on turnover intention, compensation has no effect and not significant to turnover intention, and workload significantly influence to turnover intention.

Keywords: Turnover intention, leadership, compensation, workload.

INTRODUCTION

In organization the desire of employees to move is one of the phenomena from the many problems that exist in a company. Following up on this, the company must make decisions or actions needed by its employees, so that employees do not feel that their working conditions are no longer in line with what is expected and create a feeling of want to leave the company.

The strategy in overcoming the employee's desire to leave the company, a leader is needed who can perform his duties as a leader appropriately, and is able to consider the acceptance of ideas / ideas given by the employee. Then, with regard to the reciprocity expected by employees towards the company where it works, each employee would expect compensation from the company that hired him as remuneration for their work in accordance with the workload he received in the company. In addition, one of the other possible factors that can cause the desire to move employees in an organization is the workload that employees receive

which in this case can be a burden of time, physical and mental. Companies in managing the workload of their employees must be adjusted to the job description of each employee in the work section.

Seeing this phenomenon, then the researchers conducted an analysis based on the data of employee entry and exit of PT. Karya Utama Perdana in period 2012-2016, based on data in table-1 found that results each year from 2012 to 2016, the total of employees of PT. Karya Utama Perdana has decreased

Table-1: Everage Employee Exit- Joint /month at PT. Karya Utama Perdana in 2012 - 2016

Year	Total Beginning of the year	Turnover		Total Employee	%
		in	out		
2012	120	19	23	116	19,8
2013	116	20	23	113	20,3
2014	113	24	29	108	26,8
2015	108	19	32	95	33,6
2016	95	8	9	94	9,5

Source: Personnel Section of PT. Karya Utama Perdana (2017) [1]

From the data in and out of employees found in table-1, it can be concluded that the level of exit of employees has increased quite high. Based on these data

shows that there are indications of employee dissatisfaction at PT. Prime Main Works. If seen every period in 2012-2016, the total number of employees has

always decreased. Kmeudian, related to this, the author conducted a pre-survey of 30 employees of PT. Prime Main Work to find out the compatibility between primary and secondary data obtained.

From the employee entry and exit data found in table 1 can be concluded that the employee exit rate experienced a fairly high increase. Based on these data

shows that there are indications of employee dissatisfaction at PT. Karya Utama Perdana. When viewed in each period in 2012-2016, the number of employees as a whole has always decreased. Then in line with this the author conducted a pre-survey of 30 employees of PT. Karya Utama Perdana to find out the compatibility between primary and secondary data obtained.

Table-2: Table of Reasons for resignation because of the Leadership factor at PT. Karya Utama Perdana

No	Reasons for resignation because of the Leadership factor
1	The leader doesn't listen to the ideas that I give
2	The leader does not communicate clearly about the work
3	Leaders lack motivation in employees in facing work problems
4	Leaders lack role models for employees
5	Leaders lack encouragement in improving the optimization of the work of their employees
6	The leader does not grow the confidence of his employees
7	Leaders lack input to employees in completing a job
8	The leader lacks respect from his subordinates

Source: Employee interview at PT. Karya Utama Perdana (2017) [1]

Table-3: Table of Reasons for resignation because of Compensation factor at PT. Karya Utama Perdana

No	Reasons for resignation because of the Compensation factor
1	The salary given is not balanced with the workload
2	The salary given is not in accordance with job responsibilities
3	The salary provided is often not on time
4	I feel dissatisfied with the salary given by the company
5	I am not satisfied with the benefits provided by the company
6	Absence of bonuses for outstanding employees
7	I feel less secure with the work allowances given

Source: Employee interview at PT. Karya Utama Perdana (2017) [1]

Table-4: Table of Reasons for resignation because Workload factor at PT. Karya Utama Perdana

No	Reasons for resignation because Workload factor
1	I feel required to be quick in taking action
2	I feel the target time given in the work is too little
3	I feel the number of employees here needs to be added
4	I feel that the work is too much
5	I feel working against time
6	I feel the inventory inventory is too little

Source: Employee interview at PT. Karya Utama Perdana (2017) [1]

Table-5: Table of Reasons for resignation because Work Stress factor at PT. Karya Utama Perdana

No	Reasons for resignation because Work Stress factor
1	Excessive workload
2	Pressure on the time to complete work

Source: Employee interview at PT. Karya Utama Perdana (2017) [1]

Table-6: Table of Reasons for resignation because Work Culture factor at PT. Karya Utama Perdana

No	Reasons for resignation because Work Culture factor
1	Too many company regulations
2	Communication to leaders that creates less comfort

Source: Employee interview at PT. Karya Utama Perdana (2017) [1]

Based on the background of the problems described above, then it can be identified related to the influence of leadership, compensation and workload on

the turnover of PT. The Prime Main Works are as follows.

Based on the background of the issues described above, can be identified about related the influence of leadership, compensation and workload on PT. Karya Utama Perdana is as follows.

- The leader does not listen to the ideas that I give
- The salary given is not balanced with the workload
- Employees are demanded to be quick in taking action
- Pressure on completion of work
- Communication to leaders who do not create a sense of security

LITERATURE REVIEW

The definition of leadership according to Mark C. Bojeun [2], "Good leadership drives motivation, innovation, creativity, conflict resolution and team development while increasing risk tolerance and expanding communication channels". The definition of leadership according to Irham Fahmi [3], leadership is a science that studies comprehensively about how to direct, influence and supervise others to carry out tasks in accordance with the planned orders. According to Yukl [4] "Leadership is related to a deliberate process of someone to emphasize their strong influence on others to guide, structure, and facilitate activities and relationships within the group or organization".

Definition of compensation according from Priyono and Marnis [5], is all income in the form of money or goods directly or indirectly received by employees in return for services provided to the company. According to Sedarmayanti [6], compensation is everything that employees receive as their remuneration. According to Dessler [7] employee compensation includes all forms of payroll. It has two main components, direct financial payments (wages, salaries, incentives, commissions, and bonuses) and indirect financial payments (financial benefits like employer-paid insurance and vacations).

Definition of workload according to Raymond A. Noe *et al.*, [8] "The rotation of employees through a department of productivity and increase the workload of those who remain after employees are rotated out". According to Soeprihanto [9] revealed that workload is a set or a number of activities that must be completed by an organizational unit or holding a position within a certain period. When facing an assignment, individuals are expected to complete the task at a certain level. According to Sunyoto [10], too much workload can cause tension in a person to cause stress. This can be caused by the level of expertise demanded to be too high, the speed of work may be too high, the volume of work is too much and so on.

Previous Research

- The results of research conducted by Qureshi, Muhammad Imran *et al.*, (COMSATS Institute of Information Technology, Abbottabad, Pakistan &

Virtual COMSATS, Islamabad, Pakistan) in 2013 work stress had a positive effect on turnover and workload had a positive effect on turnover [30].

- The results of research conducted by Qureshi, Muhammad Imran *et al.*, (COMSATS Institute of Information Technology, Abbottabad, Pakistan) in 2012 job stress had a positive effect on turnover intention and workload had a positive effect on turnover intention [11].
- Results of research conducted by M.P., Chaitra *et al.*, (GSSSIETW, Mysore, Karnataka, India, Visvesvaraya Technological University PG Center, Sathgalli layout, Mysore-570019 Ring road India) in 2015 is Go Go International Private Limited, the main factor influencing turnover is compensation and work environment [12].
- The results of research conducted by Weldeyohannes, Gebremedhin (Adigrat University College of Business and Economics Department Management) in 2016 were teachers not satisfied with the salary, insurance, and benefits received, so that turnover problems could occur [13].
- Results of research conducted by Al-Qahtani, Mohammed Rashid *et al.*, (Saudi Arabia Basic Industries Corporation, Saudi Arabia, Prince Mohammed Bin Fahd University, Saudi Arabia) in 2016 is a lack of career growth and insufficient compensation, causing employees to leave their workers [14].
- Results of research conducted by Twalib, Medina Halako *et al.*, (Corresponding author Nairobi, Kenya, Magutu Nairobi, Kenya) in 2017 is compensation affecting turnover [15].
- Results of research conducted by Manafi, Mahmoud, *et al.*, (University of Marvdasht, Iran) in 2012 is a leadership style that influences organizational commitment and itself to turnover intention [16].
- Results of research conducted by Singh, Parbudyal, *et al.*, (Université de Montreal) in 2016 is salary satisfaction negatively related to turnover intention [17].
- The results of research conducted by Rubel, Mohammad Rabiul Basher *et al.*, (School of Management, Universiti Sains Malaysia, Penang, Malaysia) in 2015 was a strong relationship between perceptions of high compensation commitment to turnover intention [18].
- The results of research conducted by Elci, Meral *et al.*, (Gebze Institute of Technology, Kocaeli, Turkey) in 2012 is that ethical leadership and leadership effectiveness negatively affect both job stress and turnover intention [19].
- The results of a study conducted by Chepchumba, Tuwei Ruth (School of Human Resource Development, Moi University, Kenya) in 2017 are on a quarterly basis (25%) employees in small businesses are not satisfied with the compensation they receive and intend to leave [20].

- Results of research conducted by Aabdeen Zain Ul *et al.*, (Hailey College of Commerce, University of Punjab, Lahore, Pakistan) in 2016 there was a positive relationship between ethical leadership, leadership effectiveness, work stress, turnover intention and organizational commitment [21].
- Results of research conducted by Sang Long, Choi *et al.*, (Universiti Teknologi Malaysia, Malaysia Open University Insight) in 2012 is a leadership style that has no significant effect on academic staff turnover intention in Malaysian universities [22].
- Results of research conducted by Abourai, Mahmoud Kamal *et al.*, (Hamdan bin Mohammed Smart University, Dubai, UAE, Department of Finance and Economics, University of Sharjah, Sharjah, UAE) in 2017 transformational leadership has a major effect on job satisfaction and organizational commitment, but this may also occur for members who have contributed academic in terms of turnover intention [23].
- The results of research conducted by Almandeel, Seita M., (Business Administration Department, Faculty of Economics and Business, King Abdul-Aziz University) in 2017 is a strong and significant positive relationship between neurotic personality traits and personality in Saudi Arabian employees [24].
- Results of research conducted by Wang, Yuan, *et al.*, (College of Physical Education and Sports, Beijing Normal University, Beijing 100875, China) in 2017 is the behavior of transformational leadership in trainers of athletes in China, has a significant impact on the relationship of coaches with athletes, so that the situation is associated with the relationship personality of the coach and athlete adjacent to turnover intention if not well established [25].
- The results of research conducted by Amankwaa, Albert *et al.*, (Department of Organization and Human Resource Management, University of Ghana, Ghana) in 2015 is in a business environment where competition is getting tighter and technological changes are extraordinary, employees become more sensitive and knowledgeable about the work environment and employees tend to be more committed to meeting needs their personal. Therefore, efficient transformational leadership behavior needs to be balanced with management's behavior in respecting it and avoiding turnover [26].
- The results of the research conducted by Diharjo, Wulandari Puspa (Indonesian College of Economics, Surabaya) in 2017 were positive and significant influence on job satisfaction, leadership had a positive and insignificant effect on turnover intentions.
- The results of research conducted by Johannes *et al.*, (Master of Management Program FEB Unja) in 2014 is a low level of compensation that can reduce employee job satisfaction which in turn can increase turnover intention. Organizational climate also has the role of low job satisfaction which ultimately can increase turnover intention [27].
- The results of research conducted by Nisa, Nurul Hidayatin (Master of Management, University of Muhammadiyah Malang, Indonesia) in 2016 was an analysis showing a significant positive effect between work family conflict variables and turnover intention [28].
- The results of research conducted by Krisyanto, Edy (Pamulang University) in 2005 were leadership style had a significant influence on employee Intention turnover, job satisfaction had no effect on employee Intention turnover, simultaneously leadership style and job satisfaction had a significant effect on employee turnover [29].
- Results of research conducted by Riani, Ni Luh Tesi *et al.*, (Faculty of Economics and Business, Udayana University, Bali, Indonesia) in 2017 is work stress has a positive and significant effect on turnover intention, workload has a positive and significant effect on turnover intention, non-physical work environment negatively affects turnover intention [30].
- The results of research conducted by Soeti Yani, Ari (Faculty of Economics and Business, Universitas 17 Agustus 1945, Jakarta, Indonesia) in 2017 are transformational leadership has a positive and significant influence on turnover intention, personality has a positive and significant influence on turnover intention, commitment organizations have a positive and significant influence on turnover intention, transformational leadership has a negative influence on organizational commitment, personality has a significant positive effect on organizational commitment, organizational commitment has a negative influence interfering with transformational leadership on turnover intention, organizational commitment has a negative influence on personality interventions turnover intention [31].
- Results of research conducted by Arta, I Gede Nanda Wiguna *et al.*, (Faculty of Economics and Business, Udayana University, Bali, Indonesia) in 2017 is compensation has a significant positive effect on organizational commitment on Megas PRU agent, organizational commitment has a significant negative influence on turnover intention in Megas PRU agents, compensation has a significant negative effect on turnover intention on Megas PRU agent [32].
- The results of research conducted by Sunariani, Ni Nyoman *et al.*, (Faculty of Economics and Business, University of National Education, Denpasar, Bali, Indonesia) in 2016 were leadership negatively affecting turnover intention, leadership had a positive influence on job satisfaction,

Organizational commitment was influential negative for Turnover Intention [33].

- The results of a study conducted by Plenary, I Gede Diatmika (Faculty of Economics and Business, Udayana University, Bali, Indonesia) in 2017 is a positive and significant influence on employee job satisfaction, leadership does not significantly influence employee turnover intention, leadership has no significant effect on employee performance, job satisfaction has a negative and significant effect on employee turnover intention, job satisfaction has

a positive and significant effect on employee performance, turnover intention has a negative and significant effect on employee performance [34].

- The results of research conducted by Widyasari, Ni Made (Faculty of Economics and Business, Udayana University, Bali, Indonesia) in 2017 is that job insecurity has a positive effect on turnover intention and compensation has a negative effect on turnover intention, but has a positive effect on job satisfaction [35].

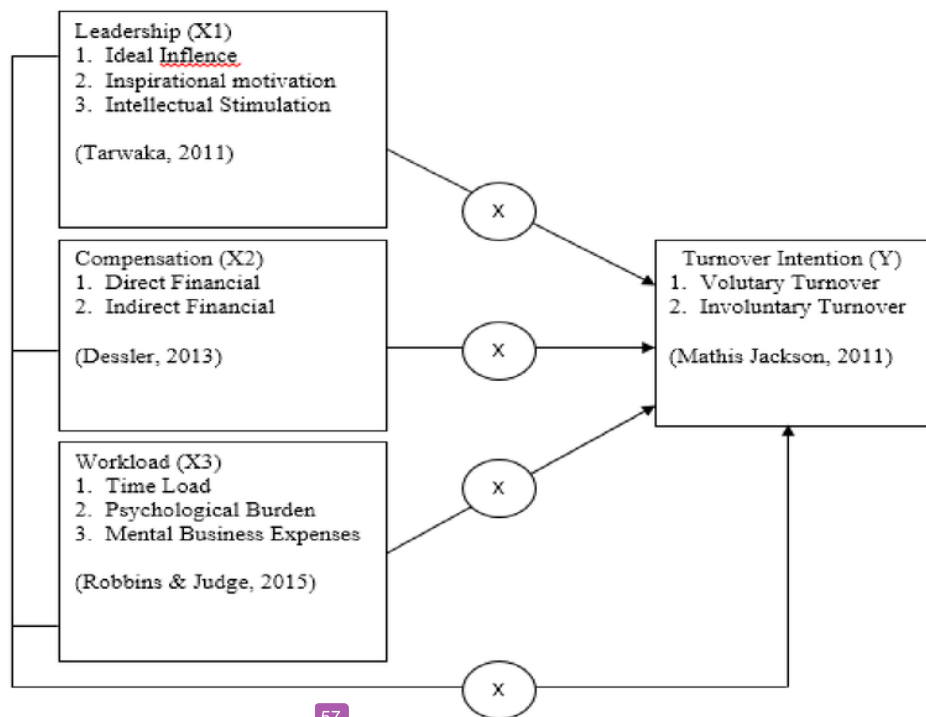


Fig-1: Conceptual Framework

RESEARCH METHODS

Types of research

This type of research is quantitative research using primary data in the form of surveys and interviews with employees of PT. Karya Utama Perdana, besides that this research also uses secondary data in the form of employee turnover data of PT. Karya Utama Perdana 2012-2016.

Research design

The design of this research is carried out thoroughly covering things that will be done starting from making hypotheses and their implications operationally to the final analysis of data which is then concluded and given advice. Research Site. The implementation of this research is located at PT. Karya

Utama Perdana or Blok M Square located on Jl. Melawai V, Kebayoran Baru, South Jakarta.

Population and Sample of Research

In this study the population of 162 employees of PT. Karya Utama Perdana and a sample of 113 respondents. Variable Measurement (35) i.e. Measurement of variables in this study using a Likert scale that measures scores from strongly disagree to strongly agree or score 1 to 5 /

Method of collecting data

In this study the authors collected data through library research as secondary data and interviews, questionnaires / questionnaires as primary data (24) which later the writer would use SPSS software (Statistical Package for the Social Sciences) version 24.

RESULTS AND DISCUSSION

The following is based on a series of studies that have been carried out on employee primary data.

Then, the research results obtained through correlation and multiple regression to test hypotheses, as follows:

Table-7: Hypothesis Testing Results

Hypothesis	t - count	t - table	Significance Value	Testing Results
H1: Leadership → <i>Turnover Intention</i>	-0,428	1,982	0,067	Received
H2: Compensation → <i>Turnover Intention</i>	-1,614	1,982	0,109	Denied
H3: Workload → <i>Turnover Intention</i>	-0,316	1,982	0,075	Received

(Source: Results of Data Processing)

The results of the hypothesis testing will be discussed further as follows.

- H1: Based on the value of regression analysis obtained t-count value of -0.482 < 1.982 and significance value (sig.) 0.067 < 0.05, it can be concluded that H1 is accepted and H0 is rejected. Thus, this hypothesis proves "leadership has a significant effect on turnover intention (Y)".
- H2: Based on the value of regression analysis obtained t-count value of -1.614 < 1.982 and significance value (sig.) 0.109 > 0.05, it can be

concluded that H0 is accepted and H1 is rejected. Thus, this hypothesis proves that "computation has no effect and is not significant on turnover intention (Y)".

- H3: Based on the value of regression analysis obtained t-count value of -0.316 < 1.982 and significance value (sig.) 0.075 < 0.05, it can be concluded that H1 is accepted and H0 is rejected. Thus, this hypothesis proves "workload has a significant effect on turnover intention (Y)".

Table-8: Matrix of Correlation between Dimension

Variable X	Dimension	Y ¹	Y ²
		Voluntary Turnover	Involuntary Turnover
Leadership (X1)	X1.1 (Ideal influence)	0,034	0,005
	X1.2 (Inspirational motivation)	-0,116	-0,034
	X1.3 (Intellectual stimulation)	0,053	-0,067
Compensation (X2)	X2.1 (Direct Financial)	-0,033	-0,191
	X2.2 (Indirect Financial)	-0,127	-0,012
Workload (X3)	X3.1 (Time load)	-0,115	0,007
	X3.2 (Metal Expenses)	0,020	0,081

(Source: Results of Data Processing)

Based on the Matrix Correlation Between Dimensions Test Results in Table-8 above, shows that results:

- The ideal influence which is the dimension of the variable X1, which is leadership, shows the results of the data that has the greatest relationship when compared with the other X1 variables, to the dimensions that exist in variable Y namely voluntary turnover.
- Indirect Financial, which is the dimension of the variable X2, namely compensation, shows the results of the data that has the greatest relationship when compared to other X2 variables, to the dimensions that exist in variable Y namely involuntary turnover.
- The mental business burden which is the dimension of X3 variable is the workload, shows the results of the data that has the greatest relationship when compared to the other X3 variables, to the dimensions that exist in the Y variable that is voluntary turnover.

CONCLUSION

Based on the analysis and discussion that the authors discussed related to research on the influence of leadership, compensation and workload on employee turnover intention of PT. Karya Utama Perdana, then the authors conclude the results that will be explained as follows.

- Leadership has a significant effect on Turnover Intention. This shows that there is no attitude in leadership that is not good and can later cause unrest in the organization. Employees will feel treated to lack of motivation, employees feel not given the opportunity to develop all their potential for the benefit of the company. These results are in line with previous research which states workload affects turnover intention as in the results of research conducted by Muhammad Imran Qureshi *et al.*, [40], Ni Luh Tesi Riani & Made Surya Putra [30], Nurul Hidayatin Nisa [28].
- Compensation has no effect and is not significant to Turnover Intention, the absence of the influence of compensation received is not one of the factors that cause the entry or exit of an employee of PT. Karya Utama Perdana.

- Workload has a significant effect on Turnover Intention, this means that the workload that burdens the employee will affect the mental of the employee, so that it can cause employees to feel depressed and cause a high desire to quit. These results are in line with previous research which states that workload affects turnover intention as in the results of research conducted by Mahmoud Kamal Abouraija & Saad Mohammed Othman [23], Seita M. Almandeel [24], Yuan Wang & Ti Hu [25], Ari Soeti Yani & Eka Novita Putri [31].

RECOMMENDATIONS

- Researchers furthermore, it is expected to involve other factors that have a strong influence in shaping Turnover Intention behaviors such as Job Satisfaction, Organizational Commitment and Employee Performance.
- The results of this study indicate that leadership has a significant effect on Turnover Intention. Therefore, it is expected that leaders must be able to improve the situation in order to be able to give a good influence on employees, so that employees feel comfortable and there is no sense of desire to leave the company
- The results of this study indicate that compensation has no effect and is not significant to Turnover Intention. Generally compensation is a problem that is often felt by the relationship between the company and employees. However, this is not the case in this study conducted at PT. Karya Utama Perdana, even though the company still has to maintain the stability of management in managing company compensation, so that later there will be no mistakes that make losses, both companies and employees who work.
- The results of this study indicate that the workload has a significant effect on Turnover Intention. Therefore, it is expected that the workload received by employees must be in accordance with their capabilities, remembering that the mentality of each person in accepting a job is not the same. So, company management must understand the amount of work that is charged to their employees.

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