

Perception Of Workload And Turnover Intention On Employees

ADAM TIRTAPUTRA
94116002

Faculty of Psychology, Gunadarma University
Jl. Margonda Raya No. 100 Pondok Cina, Depok, 16424, Indonesia
Email: adamtirta@yahoo.com, adamtirtaputra@gmail.com

ABSTRACT

Perception of workload is defined as an individual assessment of the number of demands tasks or activities that require mental and physical activity should be completed within a certain period, while turnover intention is defined as the employee's desire conscious and planned to quit a current job. This study aims to determine the relationship between perceptions of workload with employee turnover intention. Samples were employees with classification class office staff or under the supervisor of companies with revenue of less than Rp 5,000,000 / month. Sampling with non-probability sampling, are purposive sampling. Retrieving data using a scale of turnover intention (23 item valid with $\alpha = 0.902$) and the perception of the scale of the workload (21 item valid with $\alpha = 0.883$) from 71 employees as a sample of this research. Power is obtained based on the Pearson product moment correlation analysis shows the correlation coefficient between the perceptions of the workload with turnover intention $r_{xy} = 0.335$, $p = 0.004$ ($p < 0.05$). These results indicate that the hypothesis the researchers accepted, that there is a significant positive relationship between perceptions of workload with employee turnover intention.

Keywords: Perception of Workload, Turnover Intention, Employees

INTRODUCTION

Human resources (HR) have seen as a corporate asset that is very important, because humans are dynamic resource and always needed in every process of production of goods and services. In the absence of human resources in a company, then the company will not be able to run well, because human resources are the brains and driving force for any company that wants to develop. Every company relies heavily and badly in need of human resources which is ideal to build a company that can continue to develop into a better company and stands out compared to other companies in the same plane, in the presence of adequate human resources to

make the company able to compete with other companies move in the same plane.

Arthur (in Dhania, 2010) stated that the perspective of human resources (HR) strategic is the most basic assumption of the success of a company's performance is affected by the action and the role of human resources (HR) owned by companies such as how an organization can manage and educate employees so it has the convenience to jobs where someone is employed, by giving reciprocal harmony between the reception and the sacrifice of employees at the institution.

Robbins (2007) states that the positive negative workload is a problem of perception. Perception is defined as a

process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. Perceptions of the workload of the individual assessments on a number of demands of tasks or activities that require mental activity, for example, to remember the things that are needed such as concentration, detect problems, cope with unforeseen events and make fast decisions relating to work and physical strength such as typing keyboard, transport and so that should be completed within a certain period.

According to The Dictionary of Psychology (in Xiaoming et al, 2014), turnover in respect of the industrial environment and organization that is leaving the job either voluntarily or involuntarily (excluded). Turnover is often used to measure the work period (how long workers remain on the job) as well as the satisfaction or job dissatisfaction.

Mobley and Kroger (in Plooy & Roodt, 2013) expressed the same result as proposed by the APA's Work Stress Survey, that the percentage of employees in the US who experienced a turnover in 2012 amounted to 36% and employees who have a desire to work in other places by 28%. Many things can cause a person to have turnover intention.

Aamodt (2007), said that the level of turnover intention of employees varies from year to year, but an estimated 1.4% of employees each month to leave the workplace, or 16.8% per year.

According to Abelson (in Juliandi 2008) turnover intention is the desire of individuals to leave other organizations to look for other employment alternatives. The results of the survey on the garment

enterprises in the area of Yogyakarta, the West, dated January 8, 2008, it was revealed that the company's employees feel their workload is too high, working hours exceeding normal working hours salary paid is not timely, poor communication with superiors, and often feel tired at work.

Based on the turnover problems and their opinions regarding perceptions of workloads common in some countries and other studies of turnover intention, researchers interested in conducting research on employee turnover intention and its relationship to the perception of the workload.

RESEARCH METHOD

There are two variables in this study, namely:

1. Criterion variable: Turnover Intention

Definition Operational: Turnover intention in this study is the intention of the person or the employees to leave the organization and can also be influenced by the availability of jobs.

2. Predictor variable: Perception of Workload

Definition Operational: Perceptions of the workload in this study is the individual assessment of the number of demands tasks or activities that require mental activity and physical strength to the work that must be completed within a certain period.

The population in this study are employees of PT. Interbat, PT. Indosat Ooredoo, Tbk and PT. Sari Coffee Indonesia. The sample used in this study were 71 respondents, where the sample is a test sample used due to cost and time limited for researchers doing this peneitian. Respondents were obtained by non-

probability sampling technique that particular selection or purposive sampling because there are criteria needed to fit the research variables. Researcher using purposive sampling with the objective of samples taken as a certain amount that can be considered to reflect the characteristics of populasiyang in accordance with the criteria of the sample in this study. Characteristics of the sample in this study are employees of men and women who work in a company with the classification of staff who is not a leader of a company or

in its class and earning less than Rp5.000.000 / month. On these criteria, the symptoms of the new individual behavior can be seen as a result of his work.

Turnover Intention and Perception of workload use Likert scale form. Items use category responses frequency behavior of participants and each statement there and have some variation as follows: Very Suitable (SS), Match (S), Neutral (N), Not Available (TS), and Very Mismatch (STS). The assessment of the scale used can be seen in the table below.

RESULT AND DISCUSSIONS

Table 1. Hypotheses Test

| | | Turnover Intention | Perception of Workload |
|-------------------------------|---------------------|---------------------------|-------------------------------|
| Turnover Intention | Pearson Correlation | 1 | .335** |
| | Sig. (1-tailed) | | .004 (Very Significant) |
| | N | 71 | 71 |
| Perception of Workload | Pearson Correlation | .335** | 1 |
| | Sig.(1-tailed) | .004 (Very Significant) | |
| | N | 71 | 71 |

In this study, the hypothesis is that there is a positive relationship between perceptions of workload with turnover intention of employees, the higher the perception of the work load, the higher employee turnover intention.

The hypothesis is accepted, that there is a significant positive relationship between perceptions of workload with employee turnover intention. It is based on data analysis performed using Pearson correlation technique with a correlation

value of 0.335 with 0.004 significance value.

This study aims to determine whether there is any relationship between perceptions of workload with employee turnover intention. Testing the hypothesis of this study showed that there is a positive relationship between perceptions of workload with employee turnover intention. This is shown by the figures correlation coefficient of $r_{xy} = 0.335$, $p = 0.004$ ($p \leq 0.05$). A significant positive relationship between perceptions of workload with

turnover intention means that means that the higher the perception of the work load the higher the turnover intention. Vice versa, the lower the perception of the work load will lower the intention of its turnover. Based on these results, the hypothesis that the existence of a positive relationship between perceptions of workload with acceptable turnover intention.

Tested hypothesis in this study shows that individuals who have a high perception of the work in the form of cognition and affective aspects of the mental activity, physical strength and timing plays a role in the emergence of turnover intention. Turnover intention is an important factor in an organization, because if an employee of a company which has a turnover intention that high would be detrimental to the company in terms of human resources, each company will certainly require money, time and other things more than the turnover intention of its lower because each company will have to seek new employees left to work at the company as well as any company would definitely want the best human resources are among the best in the company. If a company has good human resources of course the vision, mission and goals of the organization are easier to achieve.

According Pradana and Salehudin (2013) work overload related significantly with turnover intention through job satisfaction and job stress relationship. Having cons that work overload is not related to turnover intention with the work-life balance.

According to Abelson (in Juliandi 2008) turnover intention is the desire of individuals to leave other organizations to look for other employment alternatives.

According Xiaoming et al (2014) workload has an effect with turnover intention, conditioned on the medical staff where the greater workload, the greater the one the employee turnover intention. In contrast, the smaller, the smaller workload also on an employee turnover intention. It can be opinion regarding the perception of the workload linked to turnover intention or not, where the higher the perception of the work load, the higher is also the intention to leave a company and looking for a company where people work better than the previous ones.

This course will provide benefits for both employers and employees, with the work in accordance with the employee of course will reduce turnover intention that exist in every employee, but it will be difficult if only relied on human resources is high. When discussed through the empirical mean of respondents' gender dapaat said that the female gender who want to do the turnover in the company is higher than men due to their other interests and because the perception of the workload negative makes the female gender become more willing to leave the company.

Turnover occurs in many organizations because people desire to seek comfort at work. In the United States recorded a 3% increase in turnover per month, or about 36% per years (Robbins & Judge, 2007), while in Indonesia this estimate results from the study by Hay Group in collaboration with the Centre for Economics and Business Research as reported TopCareer Magazine (2013) , The study estimated the number of employees who will stop the years 2014 to reach 161.7 million, an increase of 12.9% when compared to 2012.

High turnover intention of course made possible by many causes, in this study it can be said that the possible cause is due to the age of the respondents were classified in early adulthood. Where there are more respondents aged 21 to 25 years compared to respondents in other age. Employees aged adult category beginning would be more concerned with better jobs and more have a lower load with high incomes, so that employees in early adult will certainly seek continuous work that is better suited and better meet their needs now and in the future which will come.

Perceptions of workloads between any individual or employee of course vary, therefore the perception plays a role in an individual's workload. Perceptions of the workload of every individual is different be an interesting thing to study. In a study conducted by researchers at this time, the perception of the workload has a significant positive relationship with turnover intention, this could be caused by the influence of a heavy workload and is capable of causing people want to have intentions out of his current job and looking for a better job than before. In the study explained that the smaller the perception of the work load, the smaller also the employee turnover intention to exit from the company that now, contrary to the perception of a high workload will be able to lead its turnover intention would be too high for several reasons.

With an explanation of the affective aspects can be said that the perception of the work load capable assessed his mood on his current work. It can also be assessed at the time of survey respondents fill out questionnaires distributed by the researchers. When in a bad mood,

perception of the workload he will think too badly and were able to assess her work she became heavy.

The remaining discussion to no significant correlation between perceptions of workload with turnover intention. If the perception of the burden of high employee turnover intention of course its going to be high as well. This is due to the convenience and the search for a better job than the previous ones. It has also been described in the foregoing discussion, but will be further explained due to the perception related to the high workload and lead to high turnover intention can be explained by describing the dimensions of each variable. Schultz and Schultz (2006) states workload as too many do work in the time available, or do the work that is too difficult for employees. If too many jobs would increase feelings or perceptions that are getting worse against a job. Perceptions of the workload to be negative and the intention to leave the company becomes higher. Associated with existing research results found a significant relationship between perceptions of workload with turnover intention are described in detail in the foregoing, if the perception of the workload is high will cause feelings or intention to leave the company higher, and vice versa if the perception of the work load the lower the intention to leave the company will be even lower. Thus the perception of the high workload will cause the intention to leave the company were high as well.

CONCLUSION

Based on the results of research and discussion that has been carried out, explained and summarized, it can be seen that the hypothesis is accepted, that there is

a significant relationship $P < 0.05$ between perceptions of the workload with turnover intention of employees in the area of Jakarta, where the relationship obtained is positive $r_{xy} = 0.335$, means that there are approximately 0.665 sections that have a relationship between the two variables studied by the researchers, it can be caused by several factors such as the lack of item, the ineffective item or anything else that can not be mentioned clear and detailed by researchers as well as a material consideration which can be investigated in future studies.

SUGGESSTION

The suggestions can be built and supplied as follows:

1. For Research Subjects

Based on these results that the perception of the work load has a significant positive relationship with turnover intention, therefore it is advisable to subject this study to keep his job if it is considered self-sufficient and meets the needs. Due to the heavy workload is a matter of individual perception, if the employee is able to perceive the workload as a challenge then surely able to give a positive thing for employees in terms of ability. Many psychological variables that can be connected with this study, is able to be connected with the work environment, if a comfortable working environment will make the workload that will be felt not too heavy, can also be a way to motivate myself not to be too quick to act to leave the company.

2. For Company

Turnover intention on the subject of this study are included in the high category, if the company abandoned by its employees

in large numbers, it will cause great harm to the company. It is expected that the company is also concerned about job satisfaction such as salaries, working environment, relationship with a good boss will lower the perception of the workload and consider the company's turnover.

3. For Further Research.

For further research in order to look at other variables such as work motivation, work environment, job commitment, organizational commitment, self-efficacy, emotional intelligence and others. Because actual intention to leave the job can be connected by other variables which the amplifier is to leave the company and there is also a variable that can reduce turnover intention itself. Furthermore, in terms of the number of respondents for the research should be increased not just 71 respondents. For this type of work should also be included and detail to the job description the employee is also added to further explain the perception of the variable workload.

REFERENCES

- Aamodt, M. G. (2010). *Industrial/organizational psychology: an applied approach sixthth edition*. United States: Wadsworth Cengage Learning.
- Dhania, D. R. (2010). Pengaruh stres kerja, beban kerja terhadap kepuasan kerja (Studi pada medical representatif di kota kudas). *Jurnal Psikologi Universitas Muria Kudus*, 1, 1, 15-23.
- Juliandi, A. (2008). Kepuasan dan ketidakpuasan kerja dalam mempengaruhi intensi untuk bertahan atau keluar dari lingkungan pekerjaan. *Jurnal Ilmiah "Manajemen dan Bisnis"*

*Universitas Muhammadiyah
Sumatra Utara. Vol 3 No 01 April
2008.*

- Plooy, J., & Roodt, G. (2013). Biographical and demographical variables as moderators in the prediction of turnover intentions. *SA Journal of Psychology*, vol. 39(1), hal 1-12.
- Pradana, A., & Salehudin, I. (2013) Role of work overload toward turnover intention among newly hired public accountants. *Journal of Psychology University of Indonesia*, vol. 21, page 1-16.
- Robbins, S. P., & Judge, T. A. (2007). *Organizational behavior twelfth edition*. New Jersey: Pearson Education, Inc.
- Schultz, D., & Schultz, S. E. (2006). *Psychology work today (9th edition)*. New Jersey: Pearson Education, Inc.
- Xiaoming, Y., Ma B. J., Chang, C. L., & Shieh, C. J. (2014). Effects of workload on burnout and turnover intention of medical staff. *Journal of psychology*. Vol 8(3): 229-237. Lunghwa University of Science and Technology Taiwan.