

# Analysis of the Influence of Workload and Work Environment on Employee Turnover at PT. XYZ

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## Abstract

The purpose of this study was to analyze the influence of workload and work environment on employee turnover at PT. XYZ. The research design used in this study used quantitative associative methods. Based on the results of data analysis that has been carried out in the first hypothesis (H1), the value of t count > t table is 11,892 > 1,678 and in the second hypothesis (H2) the value of t count > t table is 13,968 > 1,678 which means that the workload and work environment has a positive and significant effect on employee turnover at PT. XYZ while the R-square value obtained is 0.869 which states that the workload and work environment variables affect employee turnover at PT. XYZ is 86.90% and the remaining 13.10% is influenced by other variables.

*Keywords:* workload, work environment, employee turnover

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## 1. Introduction

One of the factors that affect the ability of a company to achieve the targets set by management is the availability of competent human resources (Sjahrudin et al., 2022), where competent human resources will affect the level of success of a company in developing its business units (Efitriana and Lie Liana, 2022) so that every company must be able to manage the quality of its human resources professionally (Sabuhari and Irawanto, 2020).

Competent human resources in a company can be produced through training and competency development for employees based on the results of training needs analysis, where in conducting training and competency development for employees, each company must spend quite a large amount of time and requires a relatively long time (Hayati et al., 2021), so this can lead to a competency gap between employees. The existence of this competency gap can result in not achieving the targets set by management.

Competent employees will be able to complete any work given to them, so that it will give job satisfaction to the employees themselves (Luz et al., 2018). Job satisfaction felt by employees will be able to have a positive impact on the employee's work environment (Muviana, 2022) and will be able to increase its work output both in quantity and quality (Pramitha et al., 2012).

Employees who have job satisfaction will be seen from their performance in carrying out the duties and responsibilities assigned to them (Dhermawan et al., 2012) and will have high loyalty to the company and will work for the company for a long time (Irbayuni, 2012), this of course will provide benefits for the company, because the company's performance will be stable in producing products to meet customer demand, so for companies that want to be consistent in running their business units, they must pay attention to things that can provide satisfaction to their employees (Meilano and Nugraheni, 2017).

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On the other hand, employees who do not find satisfaction at work will cause employee turnover intention to increase (Zhang et al., 2018) and one indication that there are problems with the company's internals is the high level of employee turnover (Fitriantini et al., 2020). (Mathis and Jackson, 2003) stated that turnover is a process in which an employee leaves the company and the position left must be immediately replaced with another employee and turnover is the final decision made by each employee for the dissatisfaction experienced by the employee with every job he does (Priansa, 2018). Employee dissatisfaction in carrying out any work that is their responsibility is influenced by several factors, including individual characteristics, work environment, workload and organizational commitment in developing individual employee abilities (Mobley, 1986).

Turnover is a common phenomenon that occurs in a company (Muviana, 2022) as long as the turnover rate does not exceed 10% in one year, if the turnover rate is more than 10% in one year then it is considered high (Fahrizal and Utama, 2017). A high turnover rate in a company will lead to problems within the company (Purwati and Sisilia, 2021) because the reduced number of employees will result in an increase in the workload of other employees, besides that turnover can also result in other losses for the company, namely losses on costs incurred by the company in conducting training as well as losses in terms of time efficiency and loss of resources who has mastered his work (Hayati et al., 2021).

A high turnover rate in a company will cause additional costs to be incurred by the company (Lestari and Rasistia, 2021) because the company has to pay for the selection of new employees and costs for training and developing new human resources (Kamis et al., 2021). In addition, the high level of employee turnover in a company will affect the communication and productivity of employees who are still surviving (Feinstein et al., 2000). There are several factors that can cause high turnover rates in a company, including workload and work environment (Aristawati, 2019).

One of the factors that affect employee turnover is workload, workload is work given by the company that must be done by employees which is measured quantitatively based on time to completion of the work while qualitatively measured based on predetermined quality standards (Kristin et al., 2022). The workload given to employees must be calculated by each company based on the competencies possessed by the employee because it will affect productivity (Muslim, 2021), if the workload given is too high while the competence of the employee cannot meet the work demands imposed on him, then the company will need additional time so that the employee can complete his work (Fajarwati, 2018). Meanwhile, if an employee is able to complete and adapt to a number of tasks assigned to him, then this does not become a workload (Qureshi, 2017).

In addition to workload, there are other factors that affect employee turnover rates in a company, namely the work environment. The work environment is everything that surrounds workers that can affect them in completing their work (Fahmy et al., 2021), dimensions of the employee's work environment in a company are divided into two, namely the physical work environment and the non-physical work environment (Sedarmayanti, 2017). The physical work environment experienced by employees in completing each job that is their responsibility is related to lighting conditions, air temperature and air circulation in the room where employees work, company layout and building structure. While the non-physical work environment experienced by employees includes the employee's social interactions with other employees or with their superiors (Halimah et al., 2016).

A conducive physical and non-physical work environment will be able to provide job satisfaction to employees in carrying out every work activity that is their responsibility (Kamis et al., 2021) and will be able to affect the level of employee productivity in carrying out their work (Saputra et al., 2017) so that every company must be able to create a conducive work environment in order to provide job satisfaction to employees (Rahmawanti et al., 2014).

Employee turnover is a separate problem that must be resolved by the management of PT. XYZ which is a manufacturing company that produces laminated boards with various thicknesses. Employee turnover rate at PT. XYZ during 2018 to 2020 is above 10%, so this causes disruption in the production process to produce products requested by customers. Based on the results of observations made by researchers at PT. XYZ, the high turnover rate is probably caused by the high workload and the physical work environment experienced by the employees. Based on this, this research was conducted to analyze the effect of workload and work environment on employee turnover at PT. XYZ.

## **2. Literature Review**

### *2.1 Workload*

Workload is a process in determining the number of employee working hours used to complete the responsibilities assigned to employees within a certain period of time (Kristin et al., 2022) which consists of two categories, namely

quantitative workloads, namely workloads on the quantity that must be completed by employees within a certain period of time and qualitative workloads, namely workloads related to the ability of employees to produce products based on predetermined standards within a certain period of time (Winarsunu, 2008). Pressure on the quality and quantity of products that must be produced against a predetermined time will affect the level of concentration of employees in completing their work (Koesomowidjojo, 2017).

Excessive workload given to employees will cause physical and mental fatigue to the employee and can cause emotional reactions such as headaches and irritability (Aditya et al., 2021). Workloads that can cause work stress for employees include role overload, which is when job demands exceed the capacity of the employee's ability and role underload, when the demands of work are carried out below the capacity of the employee (Mahfudz, 2017). There are three indicators in measuring the workload of employees, namely targets to be achieved, working conditions and work standards (Putra, 2012).

Based on the results of research conducted by (Xiaoming et al., 2014) stated that workload had a positive and significant effect on employee turnover intention, the same thing was also stated by (Altahtooth, 2018) which states that there is a positive and significant relationship between workload and employee turnover intention. Based on the results of some of these studies, the hypotheses in this study are:

Hypothesis 1: Workload has a positive and significant effect on employee turnover intention.

## 2.2 Work Environment

The work environment is everything that surrounds workers that can affect them in completing their work (Fahmy et al., 2021), the dimensions of the employee's work environment in a company are divided into two, namely the physical work environment and the non-physical work environment (Sedarmayanti, 2017). The physical work environment experienced by employees in completing each job that is their responsibility is related to lighting conditions, air temperature and air circulation in the room where employees work, company layout and building structure. While the non-physical work environment experienced by employees includes the employee's social interactions with other employees or with their superiors (Halimah et al., 2016)

Based on the results of research conducted by (Dwiyanto and Sularso, 2017) stated that the work environment had a positive and significant effect on employee turnover intention, the same thing was also stated by (Alamsyah et al., 2018) which states that there is a positive and significant relationship between the work environment and employee turnover. Based on the results of some of these studies, the hypotheses in this study are:

Hypothesis 2: The work environment has a positive and significant effect on employee turnover intention.

## 3. Methods

### 3.1 Research Design and Sample

The research design used in this study uses quantitative associative methods, namely research that aims to determine the effect or relationship between workload and work environment variables on the level of employee turnover intention at PT. XYZ.

The sample used in this study were employees of PT. XYZ who has resigned from the company. This is done to find out the cause of the employee resigning, whether it is influenced by workload factors and the work environment or there are other factors. The number of samples in this study was 50 people while the data collection techniques carried out in this study were through interviews, questionnaires and observations (Sugiyono, 2017).

### 3.2 Instrument Test

#### 3.2.1 Validity Test

Validity test is one of the procedures used to measure whether the research variables are valid or not. The questionnaire can be said to be valid if the statement on the questionnaire is able to reveal something that is measured by the questionnaire. To be able to find out whether each question item is valid or not by looking at the corrected item total correlation value. If the question item has  $r_{\text{count}} > r_{\text{table}}$ , then the question item can be said to be valid (Suharsimi Arikanto, 2006)

### 3.2.2 Reliability Test

Reliability test is used to determine the consistency of the measuring instrument used and shows the extent to which the measuring instrument can be trusted and relied on in conducting research. Measurement of the level of reliability of a research variable can be seen from the statistical results of Cronbach's Alpha ( $\alpha$ ), a variable is said to be reliable if it gives Cronbach's Alpha value  $> 0.60$  (Sanjaya, 2018)

### 3.3 Classic Assumption Test

#### 3.3.1 Normality Test

To find out the independent variable and the dependent variable have a normal distribution or cannot be detected using the Kolmogorov-Smirnov test on the observed value and the predictive value of the independent variable on the dependent variable. Normality will be fulfilled if the probability of calculating the test results is greater than the level of the research test (Mulyanto and Wulandari, 2010)

#### 3.3.2 Heteroscedasticity Test

Heteroscedasticity test is one of the tests to find out whether in a regression model there is an inequality of variance from the residuals from one observation to another (Priyatno, 2011). The heteroscedasticity test in this study uses the scatter plot method, namely by looking at the pattern of the regression scatter plot points, if the points on the scatter plot spread in an irregular pattern above and below zero on the Y axis, then there is no heteroscedasticity problem (Kalesaran et al, 2014)

### 3.4 Hypothesis Test

#### 3.4.1 Coefficient of Determination Test ( $R^2$ )

The coefficient of determination test was carried out to measure the extent to which the independent variables were able to explain the dependent variable. The coefficient of determination test is expressed in percentages whose values range between  $0 < R^2 < 1$ , if the value of  $R^2$  obtained is close to 1, it shows a stronger influence (Hartono, 2009)

#### 3.4.2 t-Test

t-test is one of the individual partial regression coefficient tests used to determine the independent variables affect the dependent variable (Sujarweni, 2015). To find out the truth of the hypothesis, criteria are used if t count  $>$  t table then reject  $H_0$  and accept  $H_a$ , meaning that there is an influence between the dependent variable on the independent variable (Lussy, 2018)

## 4. Result and Discussions

### 4.1 Instrument Test Results

#### 4.1.1 Validity Test Results

Validity test is one of the procedures used to measure whether the research variables are valid or not. The questionnaire can be said to be valid if the statement on the questionnaire is able to reveal something that is measured by the questionnaire. To be able to find out whether each question item is valid or not by looking at the corrected item total correlation value. If the question item has r count  $>$  r table, then the question item can be said to be valid (Suharsimi Arikanto, 2006).

Based on the table 1, it can be seen that the results of the validity test of 18 statements have an r-count value on each statement item from the research variables used that are greater than the r-table value (0.278) which is between 0.524 to 0.771. Based on these results, all statement items in this research variable can be said to be valid because the value of r-count  $>$  r-table, so that all statement items in this research variable can be used. The way to get the value of r table is  $df = n-2$ , where the number of respondents is 50, so  $50-2 = 48$ , then the value of r table is 0.278.

**Table 1.** Validity Test Results

Variable	Inquiry Code	Corrected Item-Total Correlation	r Table	Information
Workload	X <sub>1.1</sub>	0.743	0.278	Valid
	X <sub>1.2</sub>	0.617	0.278	Valid
	X <sub>1.3</sub>	0.734	0.278	Valid
	X <sub>1.4</sub>	0.614	0.278	Valid
	X <sub>1.5</sub>	0.524	0.278	Valid
	X <sub>1.6</sub>	0.747	0.278	Valid
Work Environment	X <sub>2.1</sub>	0.753	0.278	Valid
	X <sub>2.2</sub>	0.655	0.278	Valid
	X <sub>2.3</sub>	0.761	0.278	Valid
	X <sub>2.4</sub>	0.663	0.278	Valid
	X <sub>2.5</sub>	0.558	0.278	Valid
	X <sub>2.6</sub>	0.770	0.278	Valid
Turnover Employee	Y <sub>1.1</sub>	0.729	0.278	Valid
	Y <sub>1.2</sub>	0.588	0.278	Valid
	Y <sub>1.3</sub>	0.771	0.278	Valid
	Y <sub>1.4</sub>	0.560	0.278	Valid
	Y <sub>1.5</sub>	0.555	0.278	Valid
	Y <sub>1.6</sub>	0.725	0.278	Valid

Source: Primary data processed, 2022.

#### 4.1.2 Reliability Test Results

Reliability test is used to determine the consistency of the measuring instrument used and shows the extent to which the measuring instrument can be trusted and relied on in conducting research. Measurement of the level of reliability of a research variable can be seen from the statistical results of Cronbach's Alpha ( $\alpha$ ), a variable is said to be reliable if it gives Cronbach's Alpha value  $> 0.60$  (Sanjaya, 2018).

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha	Cronbach's Alpha standard	Decision
Workload	0.793	0.60	Reliable
Work Environment	0.808	0.60	Reliable
Turnover Employee	0.789	0.60	Reliable

Source: Primary data processed, 2022.

Based on the table 2, it can be seen from the reliability test that the Cronbach's Alpha value for each variable is 0.793 workload, work environment 0.808 and employee turnover 0.789. The Cronbach's Alpha value obtained from each research variable is greater than the comparison Cronbach's Alpha value, so it can be said that all the variables used in this study are reliable and have good measurement consistency.

#### 4.2 Classic Assumption Test Results

##### 4.2.1 Normality Test Results

To find out the independent variable and the dependent variable have a normal distribution or cannot be detected using the Kolmogorov-Smirnov test on the observed value and the predictive value of the independent variable on the dependent variable. Normality will be fulfilled if the probability of calculating the test results is greater than the level of the research test (Mulyanto and Wulandari, 2010).

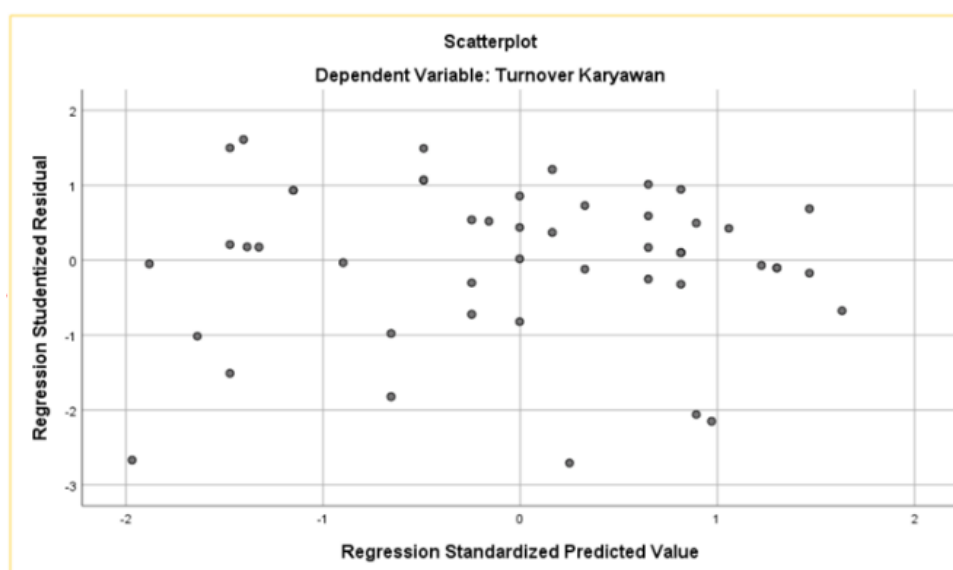
**Table 3.** Normality Test Results  
**One-Sample Kolmogorov-Smirnov Test**

		Workload	Work Environment	Turnover Employee
N		50	50	50
Normal Parameters <sup>a,b</sup>	Mean	21.96	21.88	21.920
	Std. Deviation	4.513	4.493	4.494
Most Extreme Differences	Absolute	.110	.113	.111
	Positive	.110	.106	.108
	Negative	-.108	-.113	-.111
Test Statistic		.110	.113	.111
Asymp. Sig. (2-tailed)		.182 <sup>c</sup>	.151 <sup>c</sup>	.170 <sup>c</sup>

Source: Primary data processed, 2022.

Based on the table 3, it can be seen that the results of the normality test obtained the Asymp Value Sig. on each variable, namely workload of 0.182, work environment of 0.151 and turnover of 0.170. Asymp Value Sig. obtained from each research variable is greater than 0.05, so it can be concluded that all variables used in this study are normally distributed.

#### 4.2.2 Heteroscedasticity Test Results



**Figure 1.** Heteroscedasticity Results

Figure 1 shows that the points contained in the scatter plot graph spread randomly or do not form a certain pattern. This shows that there is no heteroscedasticity in the regression model.

#### 4.3 Hypothesis Test Results

##### 4.3.1 Coefficient of Determination Test Results ( $R^2$ )

The value of the coefficient of determination ( $R^2$ ) ranges from  $0 < R^2 < 1$ . A small value of  $R^2$  means that the ability of the independent variable to explain the variation of the dependent variable is very limited. Conversely, if the value is close to 1, it means that the independent variable provides all the information needed to predict the dependent variable.

**Table 4.** Coefficient of Determination Test Results

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.932 <sup>a</sup>	0.869	0.864	1.186

Source: Primary data processed, 2022.

Based on the table 4, it can be seen that the results of the coefficient of determination test ( $R^2$ ) obtained an R-square value of 0.869 which means that the variability of the independent variables can explain the dependent variable of 86.90% or the value states that the workload and work environment variables affect turnover employees by 86.90% and the remaining 13.10% is influenced by other variables.

#### 4.3.2 t-Test Results

Hypothesis testing with t test is used to determine which partial hypothesis is accepted. The first hypothesis ( $H_1$ ) states that workload has a positive and significant effect on employee turnover.

**Table 5.** The Results of the Hypothesis Test of Workload on the Employee Turnover

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.891	1.657		3.556	.000
	Workload ( $X_1$ )	.740	.062	.864	11.892	.000

Source: Primary data processed, 2022.

Based on the table 5, it can be seen from the results of the first hypothesis test ( $H_1$ ) that the value of t count > t table is 11,892 > 1,678. Thus the first hypothesis proposed can be accepted, namely the workload has a positive and significant effect on employee turnover at PT. XYZ. These results were obtained based on the answers given by the respondents when filling out the questionnaire, where most of the employee turnover was caused by a very high workload at PT. XYZ this is in accordance with the results of the coefficient of determination test ( $R^2$ ) that has been carried out, where 86.90% of employee turnover at PT. XYZ is affected by workload and work environment.

The second hypothesis ( $H_2$ ) states that the work environment has a positive and significant effect on employee turnover.

**Table 6.** The Results of the Hypothesis Test of Work Environment on the Employee Turnover

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.301	1.311		5.570	.000
	Work Environment ( $X_2$ )	.690	.049	.896	13.968	.000

Source: Primary data processed, 2022.

Based on the table 6, it can be seen from the results of the second hypothesis test ( $H_2$ ) that the value of t count > t table is 13,968 > 1,678. Thus the second hypothesis proposed can be accepted, namely the work environment has a positive and significant effect on employee turnover at PT. XYZ. These results are obtained based on the answers given by the respondents when filling out the questionnaire, where most of the employee turnover is caused by a work environment that is not good in air circulation and a work environment that is directly related to chemicals, this is in accordance with the results of the coefficient of determination test ( $R^2$ ) that has been done, where 86.90% employee turnover at PT. XYZ is affected by workload and work environment.

## 5. Conclusions

The research that has been conducted aims to analyze the effect of workload and work environment on employee turnover at PT. XYZ. Based on the results of the research that has been done, the following conclusions can be drawn:

- 1) Based on the results of data analysis that has been carried out in the first hypothesis ( $H_1$ ), the value of t count > t table is  $11,892 > 1,678$  and in the second hypothesis ( $H_2$ ) the value of t count > t table is  $13,968 > 1,678$  which means that the workload and work environment has a positive and significant effect on employee turnover at PT. XYZ
- 2) The R-square value obtained is 0.869 which states that the workload and work environment variables affect employee turnover at PT. XYZ is 86.90% and the remaining 13.10% is influenced by other variables.

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