



Application of Control Model to Overcome Turnover Intention: Study of the Phenomenon of PT Mandiri Herindo Adiperkasa Site IP Tabang

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ABSTRACT

This study aims to control turnover intention by knowing the factors that cause turnover intention, factors that need to be considered or noticed, implementation of control and management support in making employees stay and feel comfortable at work. High turnover intention can cause employees to quit their jobs so that operational activities are disrupted and not running optimally. The higher the turnover intention, the higher the employee turnover, of course this is very detrimental to the company because employee recruitment costs will increase and new employees need time to adjust to work.

This research uses a qualitative approach by observing the phenomenon of turnover intention that occurs, conducting interviews, observation and documentation. The research informants in the study were employees and former employees. Data analysis techniques using Miles and Huberman interactive model analysis include data collection, data reduction, data presentation and conclusion drawing.

Keywords: Employee and turnover intention

Introduction

Every company has a vision and mission to achieve. To achieve this is not easy, of course, there will always be obstacles and challenges in realizing these goals. The company's vision and mission can be achieved by running the company optimally and maximally. The company cannot actualize the vision and mission without human resources because human resources are the core of all activities and operations in the company.

Large and successful companies in their fields certainly have reliable human resources and meet the company's criteria. To actualize competent human resources, of course, it is necessary to hold training or training which costs a lot of money and takes a long time. In Human Capital theory requires competent human resources, with the presence of competent human resources that can have an influence on increasing productivity. The main concept of human capital according to Becker (1993) is that humans are not just resources but are capital that produces returns and any expenditure made in order to develop the quality and quantity of capital is an investment activity.

Human resources within the company are expected to be able to make a positive contribution to the progress of the company. Conversely, if human resources are not managed properly and appropriately, employees will lack enthusiasm at work and eventually resign from the company (turnover). Often companies are faced with the problem that employees who have received training and have mastered their jobs well are willing to move (turnover intention) in the hope that they can get a better job, both in terms of economy and facilities that will be obtained in a new workplace.

Turnover intention is defined as the desire or intention of the workforce to leave the company. Turnover leads to the final reality faced by the company in the form of the number of employees who leave the company in a certain period, while the employee's desire to move refers to the results of individual evaluations regarding the continuation of the relationship with the company which has not yet been realized in the definite act of leaving the company.

A high level of turnover intention is a measure that is often used or portrayed as an indication of problems that occur in the company. The high level of turnover intention in the company can be seen from how eager employees are to move in an organization or company (Putra: 2012). The higher the turnover means the more frequent the turnover of workers, where this often results in the loss of a company (Rakhmawati, 2011). Turnover intention can create instability and uncertainty about employee conditions and will automatically increase costs in this case recruitment costs and training costs. Turnover intention has a negative impact on the company because it creates instability in labor conditions, decreased employee productivity, an unfavorable work atmosphere and also has an impact on increasing human resource costs (Dharma: 2013).

Research conducted by Ana Sri Wahyuni et al (2014) suggests that the factors causing turnover intention are commitment and salary. Sri Muharni et al (2020) stated that the main cause of turnover intention is job stress. Meanwhile, research conducted by Rozi Yuliani et al (2023) suggests that turnover intention is caused by individual factors and job satisfaction. There is a very clear difference between one researcher and another regarding the causes of turnover intention.

The control strategies that can be implemented in controlling turnover intention in research by Donny Agung Harvida et al (2020) suggest strategies that can be carried out by organizations or companies in preventing and suppressing turnover intention, namely by retaining employees. Research conducted by Yohana et al (2021) states that there are two strategies that can be applied, namely direct investment strategies and indirect investment strategies. The direct investment strategy in this case is to ensure that salaries, honorariums, and various bonuses must be given to employees both in terms of amount and time of delivery. Indirect investment strategies are in the form of opportunities for employees to develop themselves. Meanwhile, researchers conducted by Felania et al (2022) stated that there are three strategies that can be done in controlling or reducing turnover intention, namely recognizing employees as assets, creating work attachment and paying attention to competitors.

The problem in this study is the increase in turnover intention which makes operational activities disrupted due to lack of employees in operating coal hauling equipment. Based on this background, the problem formulation in this study is how the implementation of controls can reduce turnover intention. While the purpose of this study is to determine the control implementation model on reducing and controlling turnover intention.

Methods

This research is a qualitative type of phenomenon study. Qualitative research methods can be interpreted as research methods based on the philosophy of postpositivism, used to research on natural object conditions (as opposed to experiments) where the researcher is the key instrument, data collection techniques are triangulated (combined), data analysis is inductive / qualitative, and qualitative research results emphasize meaning over generalization (Sugiyono: 2016). According to Creswell (2009) phenomenology is one type of qualitative research, where researchers collect data by participant observation to find out the essential phenomena of participants in their life experiences. By using a phenomenon study, the author hopes to explain the factors that cause turnover intention so that it can be used as a reference to build a control implementation model in overcoming turnover intention problems.

Result

Factors causing turnover intention

Mobley et al (cited by Khikmawati, 2015) turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice. Turnover intention is the intensity of the desire to leave the organization or company, many factors cause turnover intention such as the desire to get a better job. Mobley et al (in Tsani 2016) stated that there are several factors that cause turnover intention, namely individual characteristics, work environment, job satisfaction and company commitment.

The factors that cause turnover intention in this study are the results of interviews with informants, including work location, communication, benefits and job satisfaction. The majority is caused by work location where 80% of the total employees who resigned were looking for work locations close to home and family. Work locations that are far from family are the main factor in many employees resigning from the company. Whereas another 20% of the total employees resigned because they got a new job offer in this case related to the salary earned, a better career and facilities that can be obtained in the new company.

Factors that need to be considered or noticed in the implementation of turnover intention control

Factors that need to be considered or noticed from the results of interviews obtained by researchers from informants by looking at field facts, related to employee welfare, there are several factors that support welfare, namely the work environment, facilities and salaries given to employees. The strategy carried out by the company is to identify employees who are starting to get lazy at work.

Employee welfare is something that needs to be considered in controlling turnover intention by actualizing employee welfare turnover intention can be suppressed, this is evident from the previous year where in 2017 to 2018 the majority of employees resigned and did not return after leave due to the absence of any leave facilities or travel money during leave which made employees choose to resign. Seeing this happen, of course the management does not remain silent, the management takes corrective action by providing more facilities and travel money on leave.

Turnover intention control

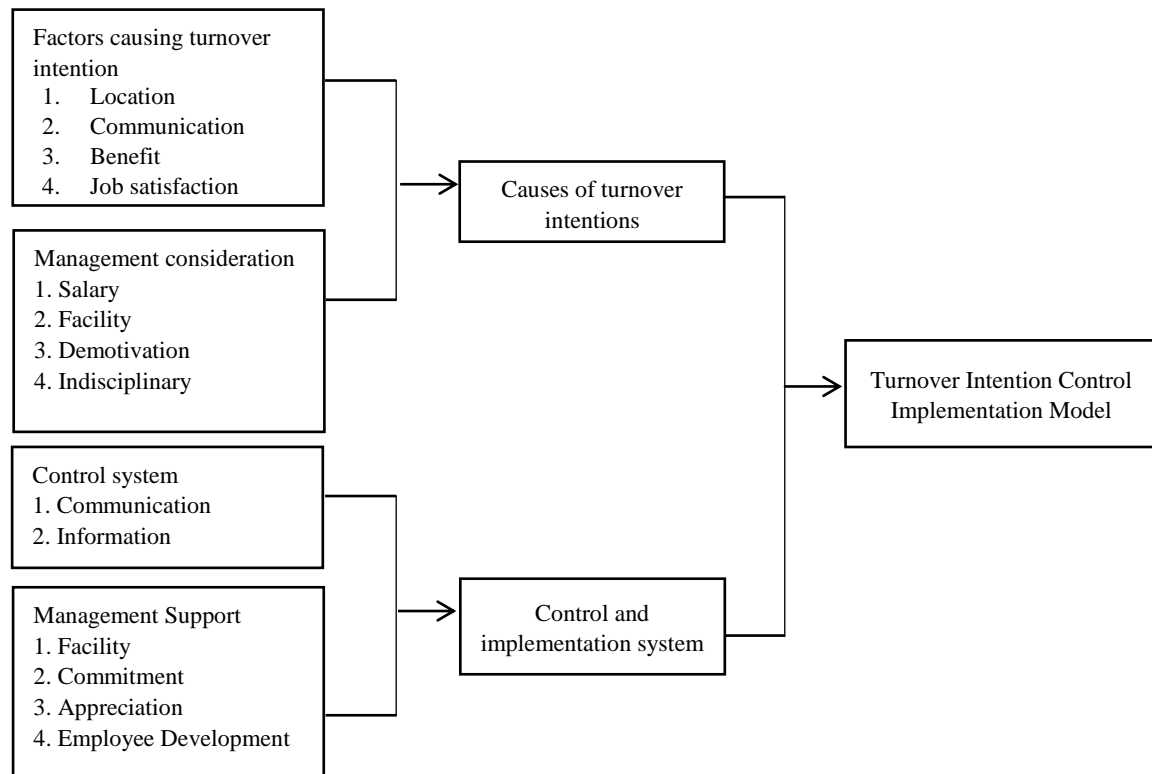
Controlling turnover intention is done by coaching and counseling to find the reasons why employees want to resign, in this case the employee will be called by the supervisor, where the supervisor will ask several questions to find the causes of employees who want to resign. The supervisor will reassure the employee regarding the steps they want to take and find the best solution between the company and the employee.

Management support for employees to stay and feel comfortable working

Management always strives to provide the best for employees in fulfilling employee welfare. The management provides adequate facilities and according to standards, provides a decent salary and exceeds the UMP (Basic Minimum Wage), provides production allowances and provides facilities when leaving and returning from leave. The management is always active in listening to employee complaints and finding the best solution to the problems faced and building a work environment that is closely related to family nuances regardless of ethnicity, race, religion and the area of origin of employees.

Implementation of turnover intention control

Based on the results and discussion of the research above, it is found that several variables affect the occurrence of turnover intention, namely: work location, compensation, communication and facilities. The control implementation model that can be applied by the management of the research findings is presented in the form of a graph below:



Conclusions

Turnover intention that occurs is mostly caused by work location. Work locations that are far from home and family cause employees to want to find jobs that are close to home and family. Employees who resign are mostly employees who have families (wife and children) where these employees have multiple roles that must be carried out simultaneously. This can be minimized by providing employee welfare both in terms of the work environment, facilities and salaries given to employees. Coaching and counselling are carried out to provide motivation and direction to employees who have indications of turnover intention by looking at the behavior of someone who is starting to be lazy at work and often commits violations. The management is committed to providing employee rights and obligations as stated in company regulations, building and giving appreciation to employees who have dedication and good performance in order to increase employee motivation.

Limitation

The scope of this research is limited to mining businesses that are far from residential areas. The respondents who participated in this study were existing employees in the company and former employees who had worked in the company. This research is also limited to the number of employees where the majority of employees are non-local or outside the company area. In the future, it is expected to increase the number of respondents and choose business fields other than mining to be taken into consideration and achieve good generalization.

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