



The Effect of Workload, Pay Satisfaction, Work Satisfaction on Turnover Intention and Performance of Employees of Angkasa Pura Logistic Indonesia

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Abstract

Economic growth in Indonesia experienced significant development. This makes competition more stringent in the business world. Companies that are ready to be competent need to have effective management. Creating effective management needs to be supported by the availability of competent and competent human resources in their fields to achieve company goals.

The company's objectives depend on the performance of employees who are assessed in terms of quality and quantity in carrying out their duties in accordance with the responsibilities given to them. This study aims to prove and analyze the effect of workload variables on turnover intention, workload on employee performance, pay satisfaction on turnover intention, pay satisfaction on employee performance, work satisfaction on turnover intention, work satisfaction on employee performance and turnover intention on employee performance.

The sample used was 236 respondents who were Employees of a Specific Time Work Agreement (PKWTT). Data analysis using SEM AMOS version 24. Based on the results of the analysis concluded that workload (X1) influences turnover intention (Z), workload (X1) affects employee performance (Y), pay satisfaction (X2) influences turnover intention (Z), pay satisfaction (X2) influences employee performance (Y), work satisfaction (X3) influences turnover intention (Y), work satisfaction (X3) influences employee performance (Z) and turnover intention (Y) affects employee performance (Z).

Keywords: *workload, pay satisfaction, work satisfaction, turnover intention, employee performance*

INTRODUCTION

Economic growth in Indonesia experienced significant development. This makes competition more stringent in the business world. Companies that are ready to be competent need to have effective management. Creating effective management needs to be supported by the availability of competent and competent human resources in their fields to achieve company goals. The company's goal is generally to achieve profits and maintain long-term survival.

To get competent and competent human resources in their fields, efforts from companies to manage human resources are needed. Human resource management is an important aspect to achieve company goals. The achievement of company objectives depends on employee performance, overall employee performance of a work can be assessed from the quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them.

Angkasa Pura Logistic Indonesia Indonesia is a subsidiary of a State-Owned Enterprise (SOE) Angkasa Pura I (Persero) that carries out business in the field of transportation management services (freight forwarding), carries out security and safety checks

on cargo and posts transported by aircraft and as an agent general sales agent of a foreign air force company.

Employees assigned or seconded from Angkasa Pura I (Persero), outsourced employees managed by third parties, employees of Specific Time Work Agreements (PKWT) and employees of Indefinite Time Work Agreements (PKWTT). Employees assigned or seconded from Angkasa Pura I (Persero) are employees of Angkasa Pura I (Persero) who are placed at Angkasa Pura Logistic Indonesia Indonesia to assist the implementation of work at Angkasa Pura Logistic Indonesia Indonesia, outsourcing employees are employees managed by third parties but employed at Angkasa Pura Logistic Indonesia Indonesia, employees of a Specific Time Work Agreement (PKWT) are employees managed directly by Angkasa Pura Logistic Indonesia Indonesia within a certain period of time, employees of a Specific Time Work Agreement (PKWTT) are permanent employees of Angkasa Pura Logistic Indonesia Indonesia appointed by the Directors.

Each company will certainly make the job does not burden its employees, if there is a lot of turnover to the company, then the company will certainly be difficult to develop to compete with other companies (Du Plooy & Gert Roodt, 2013: 208).

One of the problems that arise related to human resources is turnover. Employees who make a turnover are usually caused by excessive workload, causing employees to look for a better company than the previous company. Then with the perceion of workload also makes employees improve their abilities because they are aware of competition in the current job field (Du Plooy & Gert Roodt, 2013: 209).

Turnover occurs in many companies due to the desire of employees to find comfort in their work. Turnover indirectly makes the level of productivity in a company decrease, the company also suffers losses because it needs to incur additional costs in order to recruit new employees. Even the personnel manager experienced frustration when he learned that the recruitment process which had succeeded in cauring quality employees was ultimately in vain because the newly recruited staff chose to work in another company (Tirta Putra, Lie Tjoen Tjie and Frensen Salim, 2017: 83).

The desire to move (turnover intention) is an early signal of employee turnover in the company. This needs to be a concern for the company because the high turnover can disru the activities and productivity of the company (Wahyuni, Yulfi and Ruswin, 2014: 89).

Tiredness at work often makes employees burdened with their work, employees become overburdened and interpret that the work done is heavy. Because there is a feeling of being burdened with work, there will certainly be an intention to leave the company where the employee works. The cause of employee turnover is not just the work load on the company, payment dissatisfaction (pay satisfaction) and job dissatisfaction (work satisfaction) that does not support will also certainly affect the intention to leave the company (Nurchayani, I.G.A Dewi, 2016: 501).

Compensation should be calculated in a balanced manner for work performed and living standards such as the Provincial Minimum Wage (UMP) or Regional Minimum Wage (UMR). High and proper compensation can retain employees. According to Meilano and Rini (2017: 2) explain that managing human resources needs to know employee satisfaction with payments (pay satisfaction) to emotionally tie up employees. Employees will survive in the company provide adequate rewards to support themselves and their families, conversely companies that are unable to provide adequate rewards to support themselves and their employees' families have a tendency for turnover or employees will remain in the company by working improperly and not passionately.

THEORETICAL REVIEW

Human resource management according to Stonner (2006: 4) explains that always trying to integrate its strategies in corporate strategy in order to achieve company goals. According to Sudaryo, Agus and Nunung (2018: 2) explained that human resources have a large role in the overall success of the organization which aims to ensure the organization has a highly motivated and high-performing workforce equipped with the means to deal with changes that can meet the needs of its workers.

Sinambela (2019: 9) explains that human resource management is the management of human resources as the main resources or assets, through the application of management functions and operational functions so that organizational goals that have been set can be achieved properly. According to Mathis & John H. Jackson (2012: 5) and Hasibuan (2012: 23), human resource management (HRM) can be interpreted as a science and

art that regulates the relationships and roles of workers to be effective and efficient in the use of human capabilities in order to achieve goals in each company.

According to Tarwaka (2011: 106) workload can be defined as a difference between the capacity or ability of workers with the work demands that must be faced. In general, workload is defined as the intensity of work assignments that exceeds the ability of employees which can lead to threats and reactions to the acceptance of these tasks and can further change the physical condition of employees and emotional enhancement to employees, changes in employee behavior and performance such as delaying work, difficulty working together, disobeying regulations but workload can improve employee performance to be more oimal.

Based on equity theory (Adam, 1965: 260), individual satisfaction with the salary received is related to the motivation of individuals to act in organizations. In general, pay satisfaction is defined as a feeling of comparing with those received with expectations.

According to Luthans (2006: 243) that work satisfaction is a happy emotional state or positive emotions that come from the assessment of one's work or work experience. Work satisfaction in general is an emotional attitude in the form of feeling satisfied or dissatisfied, pleasant or unpleasant feeling towards the work done. Work Satisfaction is closely related to employee attitudes worads various factors in work, such as : work situation, social influences in work, reward, and leadership and the other factors (Wahyunanti, Tika, Dewa Ketut Raka Ardiana & Mohammad Sihab Ridwan, 2018: 105).

According to Lee & Mowday (1987; 724) Intentions to leave or turnover intentions refer to the intention of employees to look for other work alternatives and have not materialized in the form of tangible behavior. In general turnover intention is the intention or desire of employees to leave the company or move according to Lee and Mowday (1987: 724) states that there are three indicators that can be used to measure the high and low desire of employees to leave the organization.

Employee performance according to Mangkunegara (Sudaryo, Agus and Nunung, 2018: 203) explains that employee performance is the result of quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities given to them.

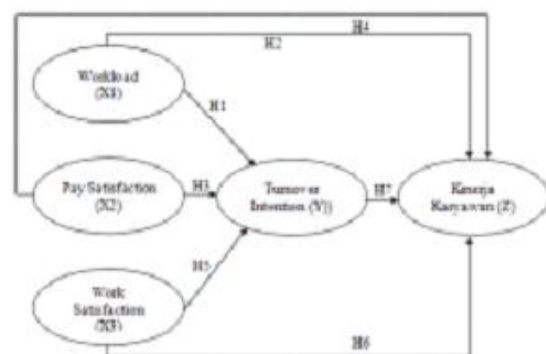


Figure 1: Conceal Framework

Hypothesis

H1: Workload has a significant effect on employee turnover intention for an Unspecified Time Work Agreement (PKWTT) at Angkasa Pura Logistic Indonesia Indonesia.

- H2: Workload has a significant effect on the performance of employees at an Indefinite Time Work Agreement (PKWTT) at Angkasa Pura Logistic Indonesia Indonesia.
- H3: Pay satisfaction has a significant effect on employee turnover intention Uncertain Work Time (PKWTT) at Angkasa Pura Logistic Indonesia Indonesia.
- H4: Pay satisfaction has a significant effect on the performance of employees at an Indefinite Time Work Agreement (PKWTT) at Angkasa Pura Logistic Indonesia Indonesia.
- H5: Work satisfaction has a significant effect on employee turnover intention Uncertain Work Time (PKWTT) at Angkasa Pura Logistic Indonesia Indonesia.
- H6: Work satisfaction has a significant effect on the performance of employees at an Indefinite Time Work Agreement (PKWTT) at Angkasa Pura Logistic Indonesia Indonesia.
- H7: Turnover intention has a significant effect on the performance of employees at a Specific Time Work Agreement (PKWTT) at Angkasa Pura Logistic Indonesia Indonesia.

of exogenous constructs consisting of workload, pay satisfaction, and work satisfaction variables that fit the data.

A. The validity and reliability of exogenous constructs=

| Variabel | Indikator | Factor Loading (FL) | (FL) ² | Error (1-FL ²) | Construct Reliability (CR) |
|------------------------|-----------|-------------------------|-------------------|----------------------------|----------------------------|
| Workload (X1) | X1.1 | 0.736 | 0.542 | 0.458 | 0,790 |
| | X1.2 | 0.889 | 0.790 | 0.210 | |
| | X1.3 | 0.595 | 0.354 | 0.646 | |
| Pay Satisfaction (X2) | X2.1 | 0.703 | 0.494 | 0.506 | 0,843 |
| | X2.2 | 0.821 | 0.674 | 0.326 | |
| | X2.3 | 0.874 | 0.764 | 0.236 | |
| Work Satisfaction (X3) | X3.1 | 0.611 | 0.373 | 0.627 | 0,840 |
| | X3.2 | 0.549 | 0.301 | 0.699 | |
| | X3.3 | 0.877 | 0.769 | 0.231 | |
| | X3.4 | 0.865 | 0.748 | 0.252 | |
| | | Syarat valid: FL ≥ 0,50 | | | Syarat reliabel: CR ≥ 0,70 |

All indicators in the exogenous construct have a factor loading value greater than 0.50 so they are valid in constructing the construct and can be used to build the model. The table also shows that the measurement of exogenous constructs consisting of workload, pay satisfaction, and work satisfaction variables all produce construct reliability values greater than 0.70, so that it can be concluded that it is reliable in compiling the research model.

RESEARCH METHODS

The quantitative research design is all plans regarding the quantification relationship between variables, both dependent and independent variables, in this study the study is a causal relationship (Sugiyono, 2017: 67). Therefore, all the preparations in this study are outlined in this quantitative research plan. Starting from preparing the relationship model, indicators of the variables studied, determining the population and sampling used for sampling and analysis models used, as well as reviewing the theory used to justify in the form of the conceal framework and thinking framework of this research.

The research design prepared can be used as an important step for researchers to assist researchers in allocating limited resources by presenting important choices, in order to obtain problem solving and get answers to certain statements. The design or design created is also a framework for knowing the relationships between variables in the study that gives an outline of each procedure from the hypothesis to the data analysis. The research design also provides guidance to researchers on how to interpret and write research reports of the entire research process.

The population in this study were employees of Angkasa Pura Logistic Indonesia Indonesia Unspecified Work Agreement (PKWTT) totaling 236 people with a minimum service period of 3 (three) months at Angkasa Pura Logistic Indonesia Indonesia.

Researchers used the saturated sample technique because they wanted to know the full conditions of the Employees of Specific Time Work Agreements (PKWTT) at Branch Offices and Headquarters, so the authors took 100% of the total population of employees of Indefinite Time Work Agreements (PKWTT) at Angkasa Pura Logistic Indonesia Indonesia namely as many as 236 respondents.

THE DATA ANALYSIS AND DISCUSSION

Validity and Reliability Test

CFA test results produce factor loading values on all indicators is greater than 0.50, so these indicators are valid in forming exogenous constructs and can be used for further analysis. The resulting GFI value is 0.907 (fit), which indicates the measurement

B. Validity and Reliability of Endogenous Constructions

| Variabel | Indikator | Factor Loading (FL) | (FL) ² | Error (1-FL ²) | Construct Reliability (CR) |
|------------------------|-----------|-------------------------|-------------------|----------------------------|----------------------------|
| Turnover Intention (Z) | Z.1 | 0.885 | 0.783 | 0.217 | 0,941 |
| | Z.2 | 0.938 | 0.880 | 0.120 | |
| | Z.3 | 0.927 | 0.859 | 0.141 | |
| Kinerja Karyawan (Y) | Y.1 | 0.753 | 0.567 | 0.433 | 0,846 |
| | Y.2 | 0.765 | 0.585 | 0.415 | |
| | Y.3 | 0.784 | 0.615 | 0.385 | |
| | Y.4 | 0.546 | 0.298 | 0.702 | |
| | Y.5 | 0.618 | 0.382 | 0.618 | |
| | Y.6 | 0.666 | 0.444 | 0.556 | |
| | | Syarat valid: FL ≥ 0,50 | | | Syarat reliabel: CR ≥ 0,70 |

All indicators on endogenous constructs have factor loading values greater than 0.50 so that these indicators are valid in constructing constructs and can be used to build models. The table also shows that the measurement of endogenous constructs consisting of variable turnover intention and employee performance, all of which produce construct reliability values greater than 0.70, so that it is concluded that they are reliable in compiling the research model.

Hypothesis Test

| Hip. | Hubungan Antar Variabel | Koefisien | C.R. | P-value | Ket. |
|----------------|---|-----------|--------|---------|------------------|
| H ₁ | Workload (X1) → Turnover Intention (Z) | 0,275 | 4,603 | 0,000 | signifikan |
| H ₂ | Workload (X1) → Kinerja Karyawan (Y) | -0,193 | -2,468 | 0,014 | signifikan |
| H ₃ | Pay Satisfaction (X2) → Turnover Intention (Z) | -0,417 | -6,346 | 0,000 | signifikan |
| H ₄ | Pay Satisfaction (X2) → Kinerja Karyawan (Y) | 0,085 | 1,004 | 0,315 | tidak signifikan |
| H ₅ | Work Satisfaction (X3) → Turnover Intention (Z) | -0,339 | -5,186 | 0,000 | signifikan |
| H ₆ | Work Satisfaction (X3) → Kinerja Karyawan (Y) | 0,254 | 3,034 | 0,002 | signifikan |
| H ₇ | Turnover Intention (Z) → Kinerja Karyawan (Y) | -0,242 | -2,415 | 0,016 | signifikan |

DISCUSSION

Based on the results of hypothesis testing using SEM AMOS 24.0 gives the output that the workload (X1) on turnover intention (Z) which shows the results are proven to have a significant effect and support from the direction of influence in this study.

Workload is the intensity of job assignments that exceeds the ability of employees that can result in threats and reactions to the acceptance of the task and can further change the employee's physical condition and emotional enhancement to employees, changes in employee behavior and performance such as delaying work, difficulty working together, not complying with regulations (Tarwaka, 2011: 131) while turnover intention is the intention or desire of employees to leave the company or move (Lee and Mowday, 1987: 724).

The results of this study support the research of Saputra, Pande Made Arma, Anik Yuesti and I Nengah Sudja (2018) who have the same research results.

Based on the results of hypothesis testing using SEM AMOS 24.0 gives the output that the workload (X1) on employee performance (Y) which shows the results are proven to have a significant effect and support from the direction of influence in this study.

Workload is the intensity of job assignments that exceeds the ability of employees that can result in threats and reactions to the acceptance of the task and can further change the employee's physical condition and emotional enhancement to employees, changes in employee behavior and performance such as delaying work, difficulty working together, not complying with regulations (Tarwaka, 2011: 131) while according to Robbins (2003: 98 suggested that employee performance is a function of the interaction between ability, motivation, and opportunity.

The results of this study support the research of Martinni, Luh Kadek Budi and Ni Wayan Sitiari (2018) who have the same research results but there are studies that do not support those of Marfu'ah, Siti, Didik Tamtomo and Arief Suryono (2016), Saputra, Pande Made Arma, Anik Yuesti and I Nengah Sudja (2018 for not having the same research results.

Based on the results of hypothesis testing using SEM AMOS 24.0 gives the output that pay satisfaction (X2) on turnover intention (Z) which shows the results proved to be significant and has support from the direction of the direction of influence in this study.

According to Adams (1965: 267) explains that pay satisfaction is individual satisfaction with the salary received regarding the motivation of individuals to act in the organization.

Indicators of measurement of pay satisfaction are economic need, equity, and organizational support while turnover intention is the intention or desire of employees to leave the company or move (Lee and Mowday, 1987: 724).

The results of this study support the research of Vandenberghe, Christian and Michel Tremblay (2018), A'yunnisa, Rizqi N and Ridwan Saoto (2015), Saputra, Pande Made Arma, Anik Yuesti and I Nengah Sudja (2018), Alam, Aliya and Dr. Muhammad Asim (2019) who has the same research results but there are studies that do not support Iriani's, Veby Erida, Haris Maupa and Abdul Razak Munir (2016) and Andini, Rita (2016) because they do not have the same research results.

Based on the results of hypothesis testing using SEM AMOS 24.0 gives the output that pay satisfaction (X2) on employee performance (Y) which shows the results proved to be insignificant and does not get support from the direction of the direction of influence in this study.

According to Adams (1965: 267) explains that pay satisfaction is individual satisfaction with the salary received regarding the motivation of individuals to act in the organization. Indicators of measuring pay satisfaction are economic need, equity, and organizational support according to Robbins (2003: 98 suggesting that employee performance is a function of the interaction between abilities, motivations, and opportunities.

The results of this study do not support the research of Yasa, Putu Sedhana and I Wayan Mudiarta Utama (2017), A'yunnisa, Rizqi N. and Ridwan Saoto (2015) because they do not have the same research results while researchers have not found other studies that support the results of this research.

Based on the results of hypothesis testing using SEM AMOS 24.0 gives the output that work satisfaction (X3) on turnover intention (Z) which shows the results proved to be significant and has the support of the direction of the direction of influence in this study.

According to Luthans (2006: 243) work satisfaction is a positive emotional state that comes from the assessment of an employee's work, generally an emotional attitude in the form of feeling satisfied or dissatisfied, pleasant or unpleasant feelings towards the work done. while turnover intention is the intention or desire of employees to leave the company or move (Lee and Mowday, 1987: 724).

The results of this study support the research of Saputra, Pande Made Arma, Anik Yuesti and I Nengah Sudja (2018), Iriani, Veby Erida, Haris Maupa and Abdul Razak Munir (2016), Mosadeghrad, Ali Mohammad, Ewan Ferlie and Duska Rosenberg (2018), Ramadhani, Saibu (2014), Luntung, Vincencia Maggy and Farlane S. Rumokoy (2016), Nature, Aliya and Dr. Muhammad Asim (2019), Mosadeghrad, Ali Mohammad, Yasa, Putu Sedhana and I Wayan Mudiarta Utama (2017), Sari, Rini Ratna Nafita, Eka Afnan (2016), Andini, Rita (2016), Putri, Novia Annisa, Nurmala Katrina Pandjaitan and Sadikin Kuswanto (2018) because they have the same research results.

The results of this study do not support the research of Saputra, Hermawar, Azis Fathoni and Maria Magdalena Minarsih (2016), Puta, I Gst Ag Gd Emdy Mahardika and I Mader Artha Wibawa (2015), Putri, Suci Trisno and Arif Pratono Prasetio (2017), Mosadeghrad, Ali Mohammad, Ewan Ferlie and Duska Rosenberg (2018), Kuncoro, Aris Wahyu (2016), Nature, Aliya and Dr. Muhammad Asim (2019) for not having the same research results.

Based on the results of hypothesis testing using SEM AMOS 24.0 gives the output that work satisfaction (X3) on employee performance (Z) which shows the results proved to have

a significant effect and has support from the direction of the direction of influence in this study.

According to Luthans (2006: 243) work satisfaction is a positive emotional state that comes from an employee's job appraisal, generally an emotional attitude in the form of feeling satisfied or dissatisfied, pleasant or unpleasant feelings towards the work done while according to Robbins (2003: 218) argues that employee performance is a function of the interaction between ability, motivation, and opportunity.

The research of Yasa, Putu Sedhana and I Wayan Mudiarta Utama (2017) can be used as empirical evidence that has the same research results.

Based on the results of hypothesis testing using SEM AMOS 24.0 gives the output that work satisfaction (X3) on employee performance (Z) which shows the results proved to be significant and has support from the direction of the direction of influence in this study.

Turnover intention is the intention or desire of employees to leave the company or move (Lee and Mowday, 1987: 724) while according to Robbins (2003: 218) argues that employee performance is a function of the interaction between abilities, abilities, and opportunity (opportunity).

Researchers have not found research that supports the results of turnover intention research affect employee performance, thus the results of this study are new findings from the author's research results.

CONCLUSION

Based on the results and discussion in the study, the conclusions in this study are as follows:

1. Effect of Workload (X1) on Turnover intention (Z) which shows the results proved to be significant and has support with the direction of direction of influence in this study. This means that the higher the workload, the higher the turnover intention.
2. Effect of Workload (X1) on Employee Performance (Y) which shows the results proved to have a significant effect and received support with the direction of direction of influence in this study. This means that the higher the workload, the lower the employee's performance.
3. The influence of Pay satisfaction (X2) on Turnover intention (Z) which shows the results proved to be significant and has the support of the direction of direction in this research. This gives the meaning that the higher the pay satisfaction, the lower the turnover intention.
4. There is no effect of Pay Satisfaction (X2) on employee performance (Y) which shows the results proved to be insignificant and does not get support with the direction of direction of influence in this study. This means that the higher pay satisfaction is not able to provide a large impact on improving employee performance.
5. Effect of Work Satisfaction (X3) on Turnover Intention (Z) which shows the results proved to be insignificant and does not get support with the direction of the direction of influence in this study. This means that the higher the work satisfaction, the lower the turnover intention.
6. Effect of Work satisfaction (X3) on employee performance (Y) which shows the results proved to be insignificant and does not get support with the direction

of direction of influence in this study. This gives the meaning that the higher the work satisfaction, the employee's performance will also be higher.

7. The influence of turnover intention (Y) on employee performance (Y) which shows the results proved to be insignificant and does not have the support of the direction of direction of influence in this study. This means that the higher the turnover intention, the lower the employee's performance.

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