

Analysis of Factors That Affect The Turnover Intention of UD Maju Bersama Employees

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Keywords	Abstract
Turnover Intention; Employee Turnover Intention Factors	This research aims to analyze the factors that influence the turnover intention of UD Maju Bersama employees as a form of advice, criticism and input for the leadership of UD. Maju Bersama in managing human resources. This research uses a type of qualitative reasearch. Data collection techniques through interviews, observation and documentation. Data analysis uses data reduction, data presentation and drawing conclusions. The results of the research prove that the workload factor, wage factor and leadership style factor are important to identify the occurrence of employees who work at UD Maju Bersama. The leader should give a workload in accordance with the agreed job desc. and not give an additional workload. The wages given should be in accordance with the workload and responsibility of each employee so that employees feel fair and loyal in carrying out their work. Furthermore, the leadership style requires leaders to be able to oversee the working conditions of employees and not reduce their authority in front of his employees.



INTRODUCTION

The success of a company is not only reflected in the successful use of financial resources and the strength of the company's capital. But it is also determined by human resource management (HR) (Bratton & Gold, 2017; Mahapatro, 2021; Mathis et al., 2016; Molina-Azorin et al., 2021; Strohmeier, 2020). Human resources, or employees, are the most important resource for a company in terms of driving the company's development to achieve the company's success or failure. The presence of quality employees can produce production and sales targets that affect the company's bottom line (Darmawan et al., 2020; Ferdinan, 2018; Gerhart & Feng, 2021; Kulik & Perry, 2023; Kurniawati, 2023).

The existence of human resources has been inherent as a part of the company that contributes significantly to achieving the company's goals. The potential possessed by every human resource in the company must be used as well as possible so that it is able to optimize the success of the company according to the desire. Business competition requires organizations to be aware of the importance of human resources (HR) (Hung et al., 2016; Marthalia, 2022; Terziev, 2019). The importance of managing human resources is in accordance with the company's vision and understanding human resources problems well (Bastari et al., 2021; Ferdousi & Abedin, 2023; Nawangsari & Wardhani, 2022; Pillai et al., 2019).

Employee turnover has become a critical issue for many companies, especially those in the distribution and service sectors like UD Maju Bersama, where high turnover rates can disrupt operational continuity and reduce organizational productivity. The ongoing resignation of contract employees, as seen in the increasing trend from 2022 to 2025, highlights the urgent need to investigate the underlying causes of turnover intention before it escalates further.

Failure to address these issues may result in greater recruitment and training costs, declining morale among remaining employees, and a weakened organizational culture. Therefore, identifying the root factors behind turnover intention is essential to formulating effective human resource strategies and maintaining business sustainability.

Turnover intention often occurs in companies as well as what happens in UD Maju Bersama. UD Maju Bersama is one of the companies providing frozen food distribution services under the brand "Bernardi". UD Maju Bersama is inseparable from the obstacles that occur within the company. The turnover generated is indeed large, but there are many employee transfers or turnover intentions that require the company to hire and retrain new employees to fill existing positions. The following is data on the number of employees at UD. Moving Forward Together. In 2024, it is known that a total of 36 employees will leave. 10 employees recruited in 2022, 10 employees in 2023, 16 employees in 2024 and all are contract employees. Then in 2025 it is known that there will be 42 employees who will leave, consisting of 4 employees recruited in 2021, 4 employees in 2022, 4 employees in 2023, 10 employees in 2024 and 20 employees in 2025 and all those who leave are contract employees.

The information obtained by the researcher was from the results of interviews with UD. Maju Bersama, there are several reasons that affect employee turnover intention, both internal company such as organizational culture, leadership style, compensation and career, as well as external company or employee factors such as environmental factors. Based on this information, the author tries to analyze the urgency of the factors that cause turnover intention in UD. Maju Bersama as input, suggestions and criticism for UD leaders. Maju Bersama in managing human resources, in this case employees who work at UD. Moving Forward Together.

RESEARCH METHODS

This type of research is qualitative descriptive, which is research that describes, presents or describes the state of the research object as it is in accordance with the conditions and circumstances at the time the research is conducted. According to Sugiyono (2018), qualitative research methods are research methods that are based on post-positivist philosophy, used to study the natural state of objects (as opposed to experiments), and where researchers are tools in research. The source of research data was obtained from primary and secondary data. Primary data was obtained from the first source through interviews with business owners and employees of UD Maju Bersama. The secondary data obtained consisted of administrative structures, archival materials, research-related documents, literature studies and documentation. The interviewees or informants were 1 HRD, 5 active employees, and 3 employees who had resigned from UD Maju Bersama. The data analysis used in qualitative analysis consists of four stages, namely; 1). data collection; 2). data reduction; 3). Data presentation and final step 4). Drawing conclusions and verifications.

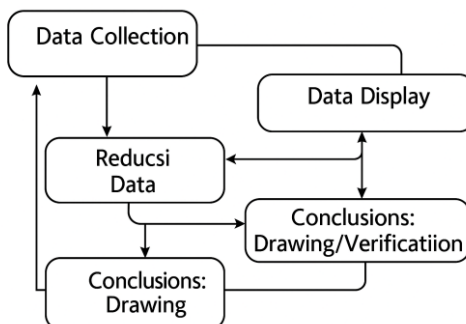


Figure 1. Data Analysis

RESULTS AND DISCUSSION

The results of data collection, triangulation, and member check from in-depth interviews with informants, after going through the process of data reduction analysis and displaying data (data presentation), then draw conclusions and verify the factors that affect the *turnover intention* of UD employees. Maju Bersama can be described as follows:

Workload Factor

Based on the results of interviews conducted by researchers with informants, it is known that employees are not satisfied with the salary received from the company. The workload is too heavy because of the working hours applied by UD. Maju Bersama is 12 hours while the working hours in a day are generally only 8 hours. There is no clarity on the stipulation of overtime hours where on Saturdays and Sundays employees are asked to work overtime to meet sales targets while there is no reciprocity of wages given according to overtime hours.

Table 1. Workload Triangulation
Triangulation of Sources

I-HRD:	I-F3:	I-K5:
Employees will	Ever	Work
Continuous	because of the task	which feels heavy
Requested to	charged	that is when there is a clock
Pursue Targets	weight and	Overtime
	plus must	addition
	Overtime for	usually hours
	Finish	work at UD. Forward
	additional tasks.	Together with that
		for 8 hours
		work. But often
		Must work overtime
		more than 8 hours.

The working hours applied by UD. Moving forward with 12 hours which is felt to be hard by its employees. Saturday and Sunday overtime but there is no clarity on the overtime hours and there is no overtime pay reciprocity given by UD. Maju Bersama to its employees.

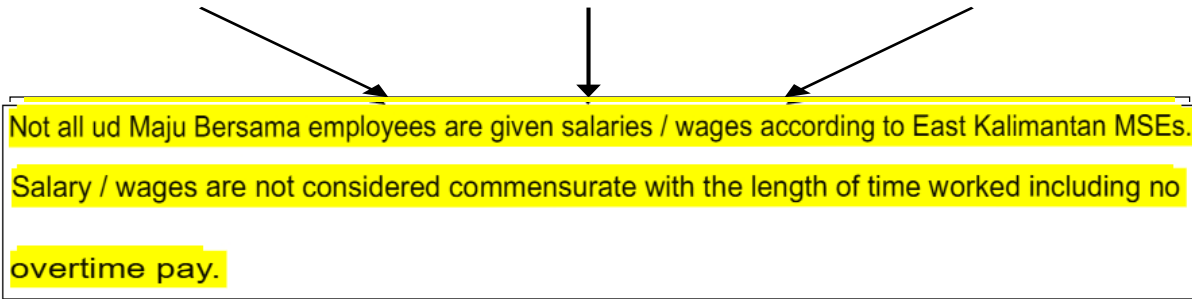
Source : Researcher Data Processing

Wage Factor

From the results of the interviews, it is known that not all employees have received salaries or wages in accordance with the MSE (Regency Minimum Wage). Employees who get salaries below MSEs feel that wages or salaries are not commensurate with the length of working time, including not providing additional salary/wages if there are overtime hours. The employees want an additional salary/wage of Rp. 500,000/month in order to meet their living needs.

Table 2. Wage Triangulation

I-HRD: Not yet	I-F4: Not yet	I-CD: Kalo
because here	according to MSEs, salary	in my opinion
still 2,250,000	that I received	personal not yet
thousand. While	only 2,000,000	suitable, don't know
MSEs are around	rupiah.	If there is another.
3,200,000 thousand		Because in
more.		This company
		Salary is not the same
		flat but different-
		different.



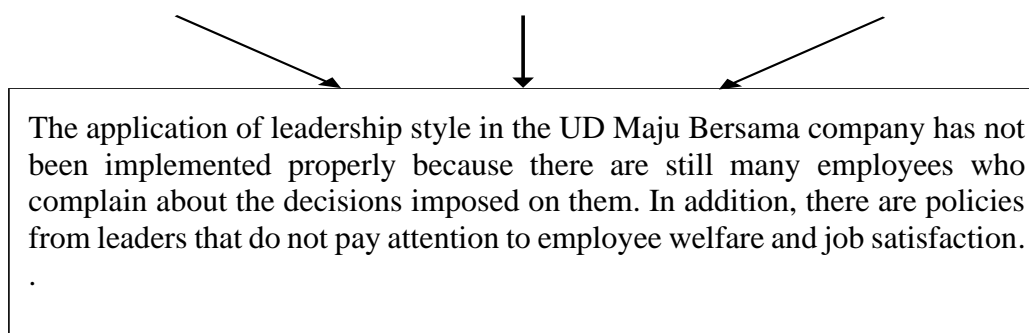
Source: Researcher Data Processing

Leadership Style Factors

The results of interviews related to leadership style are known that all employees do not get direct motivation from the leadership and do not feel motivated to work optimally. This happened to the UD leadership. Maju Bersama only gives orders directly without considering the personal interests or jobdesks of each employee.

Table 3. Triangulation of Leadership Style

I-K1: A leadership style that I find inappropriate and constantly changing regulations.	I-K4: The working atmosphere at UD Maju Bersama is uncomfortable because the company's management is unfriendly.	I-KK: Inappropriate work and leadership style.
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Sumber : Olah Data Peneliti

Discussion

Based on the results of the research conducted, the workload factor is the first cause of turnover intention in UD Maju Bersama employees which is shown by the excessive workload experienced by each employee. Unreasonable working hours with a tendency to take more than 8 hours of normal work are one of the things that affect employee turnover intention. In line with the results of research conducted by Kurniawati (2019), the higher the level of workload owned, the higher the level of turnover intention. Thus, it can be concluded that the workload factor affects the turnover intention of UD Maju Bersama employees because the working hours and workload given are not in accordance with the expectations of the employees. The relationship between workload and employee job satisfaction is an important aspect in the context of the company. An appropriate and well-managed workload can contribute positively to employee job satisfaction. Conversely, excessive or poorly managed workloads can have a negative impact.

The provision of salaries and wages that are not in accordance with MSEs and the absence of clarity on rules related to overtime hours, including the reciprocity of wages given in accordance with overtime hours, are the second reasons for employee dissatisfaction with the company. The results of this finding are in line with the research of Handi et al. (2012) and Nandini et al. (2013), which revealed that if the cause of turnover intention factors such as salary, overtime hours and opportunities to develop causes employees to feel dissatisfied, it will cause employees who are not committed to the company. From the results of the analysis, it can be concluded that the wage factor affects the turnover intention of UD Maju Bersama employees because the salary/wages are not in accordance with the workload incurred. The relationship between salary and employee job satisfaction has a significant impact in the context of the organization.

The third finding that caused employee turnover intention at UD Maju Bersama was due to complaints about the leadership's decision. Company leaders pay less attention to employee welfare. Employees do not get direct motivation from the leadership and do not feel motivated to work optimally. UD leaders. Maju Bersama only gives orders directly without considering the personal interests or jobdesks of each employee. In line with research conducted by Kismiati & Sitorus (2018), which states that employee turnover intention is influenced by leadership style. Thus, it can be concluded that the leadership style in the UD Maju Bersama company affects employee turnover intention on the grounds that the policies and decisions enforced do not pay attention to the welfare of employees.

CONCLUSION

Based on the results of the research and discussion, in this study, it can be concluded that the factors that cause employee turnover intention at UD Maju Bersama are caused by workload, wages and leadership style. Workload is the first factor in employee turnover intention at UD Maju Bersama because there is a workload that is charged in excess of 8 normal working hours and there is no clarity from the leadership about determining working hours including overtime wages. Salary or wages are the second factor in employee turnover intention at UD Maju Bersama because the wage provision is not in accordance with the East Kalimantan MSEs, additional working hours or overtime are not given additional wages and the wage increase is relatively long. Finally, the leadership style applied by the company is also a factor in employee turnover intention at UD Maju Bersama because the policies and decisions imposed by the leadership do not pay attention to the welfare of employees, personal interests and employee job desks and there is no work motivation given by the leadership to its employees.

Suggestions that can be conveyed to UD leaders and management. Maju Bersama in following up on the results of the research is to give bonuses to employees who have many benefits and this can be an effective strategy to motivate, retain, and improve employee performance. In addition, this bonus can also increase employee satisfaction because they feel appreciated for their contributions to the company and this can create a positive work atmosphere and increase employee loyalty. There is a career path given to UD Maju Bersama employees so that the company can see the progress and personal achievements of employees which can be a source of motivation for employees to work harder and make greater contributions. In addition, providing a career path can increase employee satisfaction because employees feel recognized, appreciated, and supported in developing their skills.

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