

# Employee Performance Analysis Reviewed from Turnover Intention in SPG Matahari Thamrin Plaza Employees

Maulana Ichsanul Ridjal<sup>1</sup>, Yeni Absah<sup>2</sup>, R Hamdani Harahap<sup>3</sup>

<sup>1,2,3</sup> University of North Sumatera, Medan, Indonesia

Email: 1\*maulanaichsann@gmail.com

(\* : coresponding author)

## Abstrak

The purpose of this study is to find out the Employee Performance Analysis Reviewed from Turnover Intention in SPG Matahari Thamrin Plaza Employees, there are several problems faced, namely the entry and exit (turnover) of employees if they do not reach the target set by the company. Research Methods As for this article, it uses a qualitative descriptive research method that begins with inductive reasoning. In line with this, Glaser stated that this method is designed to develop existing theories so that they are more applicable along with the times. In this study, the sampling technique used a snowball and produced a sample of 5 people. Data collection is in the form of interviews with 5 (five) employees of SPG Matahari Thamrin Plaza with different qualifications and salaries. Based on the results of the research and discussion that have been discussed, several conclusions can be drawn about the process of generating turnover intention so that the factors that affect the intention to exit, the impact of turnover intention, and the reasons why employees remain even though they have turnover can be explained. Factors that cause turnover include: Desire to quit, Desire to find another job, Desire to leave work for example the distance between residence and workplace, level of education, time taken outside of working hours, old employees have left, and poor communication between employees. The occurrence of turnover intention causes a negative impact on employee behavior at work. This negative impact is shown by changes in employee behavior.

**Keyword:** Employee Performance, Turnover Intention

## 1. INTRODUCTION

The industrial revolution in the 4.0 era that is increasingly advanced and developing has an impact on increasingly fierce business competition in the business world. Company leaders will feel increasingly challenged to maintain their business with the growing and fierce competition that exists in the business world. The success of maintaining a company's business depends on how the company optimizes the company's human resources. Every company should be optimal in managing human resources so that the company can get the expected results with quality, creative, skilled and active human resources in doing their work. Human resource optimization can be carried out in companies engaged in services and manufacturing (Sa'diyah et al., 2017). For companies, Human Resources (HR) is one of the most important factors in an organization and company. In an organization and company, the role of the workforce that can work effectively and efficiently is needed to help realize the company's goals in achieving success.

From a company's point of view, employees are the highest assets owned and need to be protected. Employees are likened to the driving force in company operations. The existence of employees in the company is very important in increasing the effectiveness and efficiency of the company, so the company will try as much as possible to maintain the membership of its employees in the company to increase the company's productivity and prevent costs from turnover (Oracle, 2012). Matahari Department Store is a retail company in Indonesia that serves a wide range of clothing, both children and adults. This company is one of the subsidiaries of the Lippo Group. According to the personnel manager of Matahari Department Store Thamrin Plaza, some of the problems faced are the entry and exit (turnover) of employees if they do not reach the target set by the company. In addition to turnover intention, another variable that affects employee work productivity in this company is job satisfaction felt by employees. With turnover intention and job satisfaction, it will affect the work productivity of employees at PT Matahari Department Store Thamrin Plaza. According to Mathis & Jackson (2004), turnover intention is a state of an employee who consciously seeks another job by moving from one organization to another.

Turnover intention carried out by an employee is voluntary or not. Involuntary intention turnover is a turnover carried out by an employee because the employee has poor performance and has committed a violation or was expelled by the company. The dismissal of this employee is the result of the employee not being able to follow the organizational policies, work regulations, and work standards set by the company. Meanwhile, voluntary intention turnover is the exit of employees from an organization of their own volition. This should be taken seriously by the company to anticipate high turnover intention or commonly known as employee turnover in order to maintain the company's reputation and budget. In a company where employee turnover occurs a lot, employee turnover can provide an overview of the cost of recruitment, training, and the costs incurred to overcome employee turnover. from the employee's point of view, that employee turnover can have a positive impact (Wahyuni et al., 2014). As stated by Nasution (2017), changes in the attitude and behavior of employees who experience turnover intention are marked by increasing absenteeism, starting to be lazy in doing work, positive behavior of employees who are very different, the occurrence of increased protests against superiors

and the occurrence of an increase in violations of the Company's rules of conduct will have an effect on the performance of an employee.

## 2. RESEARCH METHOD

This article uses a qualitative descriptive research method that begins with inductive reasoning (Herdiansyah, 2015). In line with this, Glaser stated that this method is designed to develop existing theories so that they are more applicable along with the times. In this study, the sampling technique used a snowball and produced a sample of 5 people. Data collection is in the form of interviews with 5 (five) employees of SPG Matahari Thamrin Plaza with different qualifications and salaries.

## 3. RESULT AND DISCUSSION

Mobley (2011: 150) said that there are 3 indicators that can measure the desire of employees to leave, namely the desire to quit, the desire to find another job, and the desire to leave the job.

**Table 1. Tabulation of Interview Data**

| Statement                  | Results Given by Informants                | 1-2 Years | Information   |
|----------------------------|--|-----------|---|
| Desire to Stop             | Salary Factor                              | 1 report  | 1. The nominal salary is considered insufficient for daily needs. 2. Changes in the payroll system        |
|                            | Job desk factors                           | 3 report  | Doing work outside of the job that should be.   |
| desire to find another job | Other Job Opportunity Factors              | 1 report  | Promising job opportunities.  |
|                            | Desire to Find Another Job                 | 3 report  | 1. Have a desire to find another job.<br>2. Trying to find another job.                                   |
| Desire to Leave the job    | No Desire to Find Another Job              | 2 report  | Do not have the desire to find another job  |
|                            | Have a plan to leave the job               | 3 report  | 1. Already have a plan to leave the job.<br>2. There are plans to leave the job but it is not clear when. |
|                            | Don't have any plans to leave your job yet | 2 report  | Have no plans to leave the job.   |

Source: Researcher,2024

### Desire to Stop

According to the informant, with a working period of 1-2 years, the desire to quit is dominated by a decrease in salary caused by a change in the payroll system. This can be indicated that there are no binding rules on the salary system so that companies that have not paid attention to the level of satisfaction of their employees regarding work with salaries. Other factors that can be taken from the information provided by the informant are taking up the employee's time outside of working hours, poor leadership attitude, job descriptions that are not in accordance with the type of job, and the existence of job opportunities elsewhere even though these factors are not supported by the entire informant.

According to Mobley (1986), turnover intention is the tendency or intention of an employee to voluntarily quit his job or move from one workplace to another according to his own choice. Factors that affect turnover intention include job insecurity, communication, and job satisfaction. Job insecurity is a feeling of insecurity experienced by employees in doing a job because of threats from inside and outside parties to the continuity of their work. Communication also affects turnover intention, where effective communication can increase job satisfaction and reduce turnover intention.

### Desire to Find Another Job

According to information from informants with a working period of 1-2 years, they stated that they had tried to find another job even though there were several reasons why they stayed. Turnover Intention is the employee's tendency or intention to voluntarily quit his or her job or move from one workplace to another of his

or her own choice. Factors related to turnover intention include organizational culture, satisfaction with working conditions and satisfaction with work relatives, leadership style, compensation, job satisfaction, career, and work attitude. Turnover intention is defined as the employee's desire to move or leave an organization. Turnover intention indicators include thinking about leaving the company, having the intention to find a new job alternative, and intending to move or leave the company because they got a more promising job.

### **The Desire to Leave**

After having the desire to find another job, the employee will have the intention to leave the job, this was agreed by 3 informants. In addition, there were 2 informants who stated that they had no intention of leaving the job even though they had the desire to leave and the desire to find another job.

Turnover intention, which refers to the desire to leave a job or organization, is a significant phenomenon in the context of human resource management. This is an important aspect to consider in order to maintain a stable and productive workforce, as high turnover rates can negatively impact an organization's performance and morale. The concept of turnover intention is closely related to job satisfaction, because employees who are dissatisfied with their jobs tend to consider leaving the organization. Studies have shown that factors such as job satisfaction, organizational commitment, and work stress can influence employees' intentions to leave their jobs. In addition, turnover intention is influenced by a variety of individual and organizational factors, including age, education, marital status, physical work environment, and organizational culture. It is important for organizations to understand these factors and develop strategies to reduce turnover intention, as this can lead to significant costs and disruptions to business operations.

### **Factors for Generating Turnover Intention**

Booth & Hamer 2007 (in Fauzan 2016) defines turnover intention as the worst impact of an organization's inability to manage individual behavior so that individuals feel they have a high intention to move to work.

#### **1. Salary Factor.**

This factor is the most dominant factor in causing the desire to leave SPG Matahari Thamrin Plaza employees. This factor is caused by the lack of nominal salary so that it is not enough to meet the needs of employees, especially for employees with a working period of less than 1 year. The change in the payroll system makes employees with a long working period feel disappointed. The absence of binding regulations on the salary system from within the management of SPG Matahari Thamrin Plaza is also one of the problems that caused the salary change. This can happen because there is no salary standardization that can adjust between the workload, the type of work, and the amount of salary that should be received.

#### **2. Job Description Factor.**

Sometimes what employees should be doing is not in accordance with what the leadership commands. This makes employees do work outside of their responsibilities. When getting a workload that is not their responsibility, employees feel disappointed because it does not match the job desk offered so that they want to leave. This illustrates that the operational system has not run as it should, so it is not seen that there is a good commitment between employees and leaders in building the Company.

#### **3. Other Job Opportunity Factors.**

There is an opportunity to work in another place that feels better. Employees will compare various aspects ranging from the type of job, salary, working conditions, and others in other workplaces so that later they will choose the job that suits their wishes.

### **Factors that affect turnover intention**

Some factors that can affect turnover intention include:

1. Job satisfaction, Employees who are dissatisfied with their work are more likely to have a high turnover intention.
2. Compensation and benefits: Employees who feel underpaid or do not get adequate benefits are more likely to have a high turnover intention.
3. Self-development opportunities: Employees who do not have the opportunity to develop themselves in their workplace are more likely to have a high turnover intention.
4. Relationships with superiors and co-workers, Employees who have poor relationships with their superiors or co-workers are more likely to have high turnover intention.
5. Work-life balance: Employees who feel that they do not have a balance between their work and personal life are more likely to have high turnover intention.

### **Strategies to reduce turnover intention**

Companies can implement several strategies to reduce turnover intention, including:

1. Increase employee job satisfaction by providing competitive salaries and benefits, creating a positive work environment, and providing self-development opportunities for employees.
2. Build good communication with employees and listen to their feedback.
3. Providing awards and recognition for employee performance.

4. Creating a positive and supportive company culture.
5. Offers a work-life balance program that helps employees balance their work and personal lives.

#### 4. CONCLUSION

Based on the results of the research and discussion that has been discussed, several conclusions can be drawn about the process of generating turnover intention so that the factors that affect the exit intention, the impact of turnover intention, and the reasons why employees remain even though they have turnover intention can be explained. Factors that cause turnover intention include: Desire to quit; Desire to find another job; Desire to leave work. For example, the distance between the place of residence and the place of work, the level of education, the time taken up outside of working hours, the old employee has left, and poor communication between employees. The occurrence of turnover intention causes a negative impact on employee behavior at work. This negative impact is shown by changes in employee behavior

#### REFERENCES

- Atiqoh, J., Wahyuni, I., & Lestantyo, D. (2014). Factors related to work fatigue in convection workers in the sewing section in CV. Various Garments Gunungpati Semarang. *Journal of Public Health*, 2(2), 119-126.
- Heneman, III G. Herbert, Judge, A. Timothy, 2003, *Staffing Organizations*, Fourth Edition, McGraw Hill, USA.
- Herdiansyah, H. *Qualitative Research Methodology for Psychology*. Jakarta: Salemba Humanika, 2015.
- Mobley, W. H. 2011. *Employee Turnover: Causes, Consequences and Control*. Translation: Nurul Imam. Jakarta: PT Pustaka Binaman Pressindo.
- Nasution, M. I. (2017). The effect of work stress, job satisfaction and organizational commitment on the turnover intention of medical representatives. *MIX: Scientific Journal of Management*, 7(3), 407-428.
- Rismayanti, R.D., Musadieg, M. Al, & Aini, E. K. (2018). The Effect of Job Satisfaction on Turnover Intention and Its Impact on Employee Performance (Study on Permanent Employees of Pg Kebon Agung Malang). *Journal of Business Administration (Jab)*, 61(2), 127-136.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (16th Ed). Jakarta: Salemba Four.
- Sa'diyah, H., Irawati, S. A., & Faidal. (2017). The Effect of Employee Retention and Turnover Intention on Employee Performance through Job Satisfaction at Kospin Jasa East Java Branch, 11(1), 34-65.
- Sa'diyah, S., & Hermanto, S. B. (2017). The influence of accrued profit management and real profit management on company value. *Journal of Accounting Science and Research (JIRA)*, 6(9).
- Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The Relationship Of Turnover Intention With Job Satisfaction, Job Performance, Leader Member Exchange, Emotional Intelligence And Organizational Commitment. *International Journal Of Learning & Development*, 4(2), 242-256.
- Shahzad, I. A., Farrukh, M., Kanwal, N., Sakib, A., Shahzad, I. A., & Farrukh, M. (2018). Decision-Making Participation Eulogizes Probability Of Behavioral Output; Job Satisfaction, And Employee Performance (Evidence From Professionals Having Low And High Levels Of Perceived Organizational Support). *World Journal Of Entrepreneurship, Management And Sustainable Development*.