

The Effect of Employee Retention, Rotation of Work, Working Environment and Working Spirit to Employee Performance with Intention Turnover as The Intervening Variables

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Abstract:- Something that is impossible if high performance and morale can emerge just like that in a company. Employee retention, work rotation, work environment, and working spirit are strived to achieve good performance. The existence of work rotation can cause dissatisfaction among employees and become a source of disputes, which occur due to rotation, or the appearance of changes in other work positions between two or more parties. Employee retention, work environment and work spirit can affect an employee's ability to work. the low morale of employees in an agency is a symptom of the instability of conditions that support good morale. The number of samples are 46 of the population of UPT PSDA Kualuh Barumon's Office of Water Resources, Cipta Karya and Spatial Planning, North Sumatra Province. The results of this study indicate the effect of total independent variables partially Employee Retention on Employee Performance through Turnover Intention is 0.371, Work Rotation on Employee Performance through Turnover Intention 0.096, Work Environment on Employee Performance through Turnover Intention 0.599, Work Spirit on Employee Performance through Turnover Intention 0.364. The dependent variable Employee Performance can be explained through the independent variable Employee Retention, Work Rotation, Work Environment, and Work Morale of 89.10%, while the remaining 10.90% is influenced by other factors outside the study.

Keywords:- Employee Retention, Work Rotation, Work Environment, Work Morale, Turnover Intention, Employee Performance.

I. INTRODUCTION

The ability to work quickly, precisely and efficiently becomes a high demand in the current era of globalization and free markets on company employees, the required field skills become a determinant in running a company to realize the goals set by the company. With the support of expertise in the field of technology that is well mastered, these demands will be answered so that the company can achieve performance according to well-established targets and be able to survive in the competition. Employee retention support is one of the many functions in human resource management that is intended as maintenance of

the workforce so that it remains comfortable and keeps working in the company well where employees have high morale, attitude and loyalty to the company, as well as job rotation is a form of movement of workers from one job to another in one work unit in an enterprise. Job rotation is one of the human resource development systems making it easier for employees to complete their work and create a sense of comfort and enthusiasm for working towards a common goal.

Besides employee retention and work rotation, the work environment and work spirit determine the achievement of performance, the work environment is a social environment in which there are people who interact with each other every hour or even every day. Each person usually spends more time working than doing other things that are side by side with many people, and becomes a study of social science in management, culture and psychology, a state of morale in an agency, such as low morale can be seen from the low level of work attendance, high work delays, lack of participation in meetings, low initiatives, not achieving company targets, high labor turnover. These problems occur because of the low morale felt by the employees. So they feel uncomfortable to be in the office.

II. LITERATURE REVIEW

A. Employee Performance

Waldman (1994) defines performance as a combination of behavior with achievement of what is expected and the choice or part of the terms of the tasks that exist in each individual in the organization. Meanwhile, according to Mangkunegara (2001), performance can be defined as work results in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

Several factors are indicators and criteria for evaluating employee performance. According to HeidjrachmanSuadHusnan (1990), performance evaluation factors are: (1) Quality of Work, including accuracy, accuracy, neatness; (2) Work Quantity, including output, speed of work; (3) Reliability, including initiative, prudence, discipline; (4) Attitudes, attitudes towards the

company, and colleagues, cooperation, (5) Maximum work results”.

B. Turnover Intention

Robbins (1996), explains that turnover can occur voluntarily (voluntary turnover) or involuntarily (involuntary turnover). Voluntary turnover or quit is an employee's decision to leave the organization voluntarily due to factors of how attractive the current job is, and the availability of alternative jobs. Conversely, involuntary turnover describes the decision of the employer (employer) to terminate the employment relationship and is uncontrollable for employees who experience it.

Siregar (2009) suggests *turnover intention* is the tendency of employees' intention to stop working voluntarily according to their choice, Turnover Intention influenced by work stress and work environment, namely individual characteristics and work environment factors.

Turnover Intention indicators are; (1) Age and Marital Status; (2) Education; (3) Workload and Compensation; (4) work relations; (5) Quality of work life.

C. Employee Retention

Retention is an important element of an organization's approach to talent management more generally, defined as the implementation of integrated strategies or systems designed to increase work productivity by developing processes to attract, develop, maintain, and utilize people with the skills and talents needed to meet current and future business needs (Lockwood, 2009).

According to Taconline in Yuna (2009), five strategies can increase employee retention. The strategy is as follows; (1) Environmental strategy; (2) Relationship strategies; (3) Support strategies; (4) Growth strategy; (5) Compensation strategy.

Torrington (2003), suggests there are 5 factors in employee retention (1) The level of compensation; (2) Fulfillment of expectations; (3) Induction exists; (4) HR Concern; (5) Fair employee training and development.

The Employee Retention Indicators proposed by Mathis and Jackson (2009) are:

(1) Organizational components, (2) Career opportunities and career development; (3) Awards; (4). Good job and job design; (5) Good employee relations.

D. Work Rotation

Sutrisno (2009) the notion of job rotation is the transfer of one's work within an organization that has the same level of work position before experiencing a change of work. Work rotation is done to avoid labor saturation in work routines that are sometimes boring and have other objective functions so that someone can master and explore

other jobs in different fields in a company. Every workforce can experience boredom in their work and especially in those who have not done work rotation. The problem of the effects of overwork can vary from the decline in productivity, emotional increase to the desire to resign from the company where they work.

The job rotation indicators developed by Keymaz (2010) are: (a) The level of work saturation; (b) Additional knowledge, (c) Skills, and competencies; (d) Management preparation; (e) Choice of appropriate work positions; (f) Development of social relations.

E. Work Environment

Environment The work environment is one of the important factors in creating employee performance. Because the work environment has a direct influence on employees in completing work which will ultimately improve organizational performance. A working environment is said to be good if the employee can carry out activities optimally, healthy, safe, and comfortable. Therefore, the determination and the creation of a good working environment will largely determine the success of the achievement of organizational goals. Conversely, if a bad working environment will reduce motivation and morale and ultimately can reduce employee performance (Siagian 2014).

According to Siagian (2014) states that the outline is divided into 2, namely: (a) Physical Work Environment is all physical forms that are around the workplace that can affect employees and (b) Non-Physical Work Environment is the creation of a harmonious working relationship between employees and superiors. Siagian (2014) states that the dimensions of the non-physical work environment consist of several indicators, namely: (a) Peer-level relationships; (b) Relationship between superiors and employees; (c) Cooperation between employees which must be maintained properly, because it will affect the work they do. If the cooperation between employees can be well established, the employee can get the job done well too.

Work Environment Indicators according to Wursanto (2011: 47) are as follows: (1) Working atmosphere, (2) Treatment, (3) Safety (4) Harmonious relationship (5) Availability of Work Facilities.

F. Working Spirit

According to Purwanto, (2010) "The spirit of work is something that makes people happy to serve their work, where satisfaction job and pleasant family relationships are part of it. Based on the statement Purwanto (2010) "work spirit is one of the factors that influence work productivity. Seen from the point of education administration, enthusiasm is a disposition to people in a joint effort to act, behave and act in productive ways. , for the purposes and objectives of the organization or educational goals.

Indicator of morale. Indicators of morale expressed by Alex S Nitisemito (2010), are as follows: (1) Increase in employee productivity (2) Low absenteeism rate (3) Turnover / in and out of Labor

G. Conceptual Framework

Performance of Employees (Y) in the Analysis of factors that influence the Employee Performance with Turnover Intention (Z) as an intervening variable namely Employee Retention (X₁), Work Rotation (X₂), Work Environment (X₃), Work Spirit (X₄). Both the dependent variable Performance and Turnover Intention variables and

the independent variables in this case Employee Retention, Work Rotation, Work Environment, Work Spirit, are measured by each indicator previously mentioned in the theoretical foundation, namely Employee Performance with 4 Indicators, Turnover Intention with 3 Indicators, Employee Retention with 5 Indicators, Work Rotation with 5 Indicators, Work Environment with 5 Indicators, through Indicators of these variables

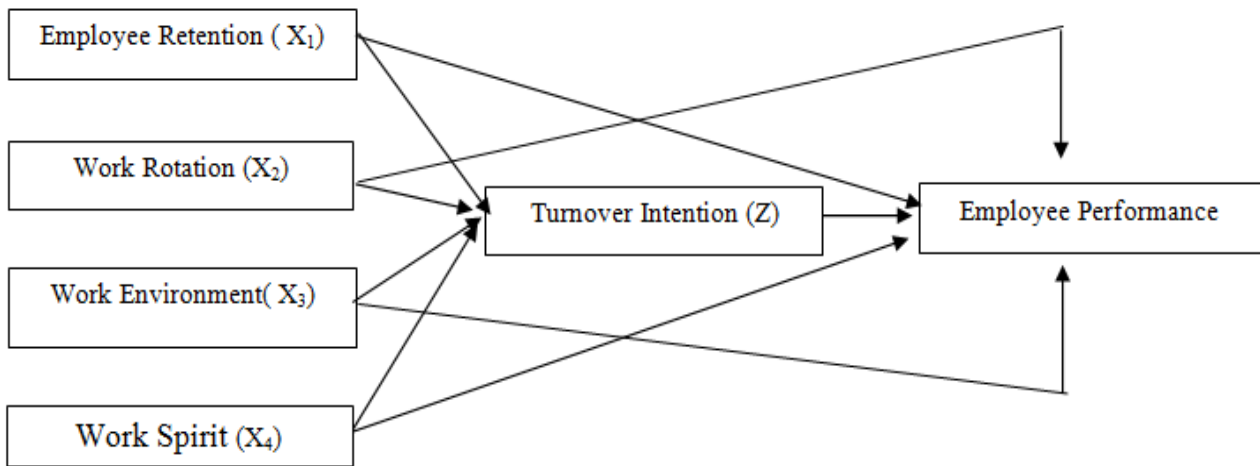


Fig 1:- Conceptual Framework

III. RESEARCH METHODOLOGY

This study uses primary data from UPT PSDA Kualuh Barumun Water Resources, Cipta Karya and Spatial Planning Office of North Sumatra Province with a sample of 46 people by observing and interviewing directly on UPT PSDA KualuhBarumun Water Resources, CiptaKarya and Tata Office Spatial North Sumatra Province conducted in 2019

The statistical analysis of the hypothesis test of this study used the Linear Regression equation, t test to test the effect of independent variables on partially dependent variables, and F Test to test the effect of independent variables on dependent variables simultaneously. the Employee Retention Independent variable is variable X₁, Work Rotation is variable X₂, Work Environment is variable X₃, Work Spirit is variable X₄, Turnover Intention is variable Z and Employee Performance is variable Y.

Data processing for Statistical Analysis using SPSS

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IV. DISCUSSION

The result show that $Z = 18.812 + 0.023 X_1 - 0.492 X_2 + 0.556 X_3 - 0.025 X_4$. if X₁, X₂, X₃, X₄ are zero, then Variable Z will be Constant of 18,812. If there is an increase in Employee Retention by 1, there will be an increase in Turnover Intention of 0.023 plus constants and vice versa. If there is an increase in Work Rotation of 1, a Turnover Intention will decrease by -, 0492 and vice versa. If there is an increase in the Work Environment by 1, there will be an increase in Turnover Intention of 0.556 plus constants and vice versa. If there is an increase in morale of 1, there will be a decrease in Z of -, 025 and vice versa

The regression result obtained that $Y = -12,144 + 0,324 X_1 + 0,189 X_2 + 0,493X_3 + 0,411 X_4 + 0,188 Z$, if X₁, X₂, X₃, X₄, Z are zero, then the Y variable will be Constant of -12.444. If there is an increase in X₁ of 1, there will be an increase in Y of 0.324 plus a constant and vice versa. If there is an increase in X₂ of 1, there will be an increase in Y of 0.189 and vice versa. If there is an increase in X₃ of 1, there will be an increase in Y of 0.493 plus a constant and vice versa. If there is an increase in X₄ of 1, there will be an increase in Y of 0.411 and vice versa. If there is an increase Z by 1, there will be an increase in Y of 0.188 and vice versa

The F value is $65.332 > F$ table 4.46, shows Employee Retention, Work Rotation, Work Environment, Work Spirit, and Turnover Intention has an influence significant simultaneously on Employee Performance, so the hypothesis proposed in the study that states Employee Retention, Work Rotation, Work Environment, Work Spirit, and Turnover Intention has a positive and significant effect on Employee Performance received.

The results of the t test of the effect of Employee Retention, Work Rotation, Work Environment, Work Spirit, on partial Turnover Intention can be explained as follow :

- Employee Retention has no effect on Turnover Intention of $0.138 < 2.02$
- Work Rotation has a significant negative effect on Turnover Intention of $-2.083 < -2.02$
- The Work Environment has a significant positive effect on Turnover Intention by $3.172 > 2.02$
- Workplace morale does not affect Turnover Intention of $-0.172 > -2.02$

From Table . 2 results of the t test of the effect of Employee Retention, Work Rotation, Work Environment, Work Morale, and Turnover Intention partially on Employee Performance.

The description of the explanation is as follows:

- Employee Retention has a significant positive effect on Employee Performance of $3.026 > 2.02$
- Job Rotation has no significant positive effect on Employee Performance of $1.184 < 2.02$
- The Work Environment has a significant positive effect on Employee Performance by $3.911 > 2.02$
- Work motivation has a significant positive effect on Employee Performance of $4.351 > 2.02$
- Turnover Intention has no effect on Employee Performance as much as the influence of the total free variable partially from Employee Retention, Work Rotation, Work Environment, Work Spirit, on Employee Performance with Turnover Intention as an intervening variable are:
 - Employee Retention of Employee Performance is = $0.324 + (0.25 \times 0.188) = 0.371$
 - Work Rotation on Employee Performance is = $0.189 + (-0.492 \times 0.188) = 0.096$
 - Work Environment on Employee Performance is = $0.493 + (0.566 \times 0.188) = 0.599$
 - Work motivation for Employee Performance is = $0.411 + (-0.25 \times 0.188) = 0.364$

V. CONCLUSION

From research conducted at UPT PSDA KualuhBarumun Water Resources, CiptaKarya and Spatial Planning of North Sumatra Province in 2019 obtained Employee Retention has a significant positive effect on Employee Performance for the company must be able to continuously increase Employee Retention to maximize Employee Performance . (1). Work Rotation is not a significant positive effect on Employee Performance for Work Rotation must still be considered not to be excessive. (2). The Work Environment has a significant positive effect on Employee Performance so the company must be able to continuously improve the Work Environment to maximize Employee Performance (3). Work morale has a significant positive effect on employee performance, therefore companies must be able to continuously improve morale to maximize employee performance. (4) Simultaneously the variable Employee Retention, Work Rotation, Work Environment, Work Spirit, and Turnover Intention has a significant effect on Employee Performance (5).

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