The Effect of Workload and Employee Turnover on Employee Performance at PT. Wijaya Karya Beton Deli Serdang Branch Office

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Abstract: PT. Wijaya Karya Beton Deli Serdang Branch Office is a company in the precast concrete industry. The phenomenon in the company is that employee performance is declining because the workload received by employees is too heavy and employee turnover is quite high. This study uses a quantitative descriptive research type. The population in the study was 93 employees with a sampling technique using saturated samples so that 93 samples were obtained. Simultaneously, there is a significant influence between the variables of workload and employee turnover on the performance of employees of PT. Wijaya Karya Beton Deli Serdang Branch Office. While partially, it was found that the workload variable did not have a significant effect on the performance of employees of PT. Wijaya Karya Beton Deli Serdang Branch Office. Partially, it was found that the employee turnover variable did not have a significant effect on the performance of employees of PT. Wijaya Karya Beton Deli Serdang Branch Office.

Keywords: Workload; Employee Turnover; Performance; Quantitative Descriptive Research

1. Introduction

In a company's operating system, human resource potential is essentially one of its assets and plays a crucial role in achieving its goals. Therefore, companies need to manage their human resources as well as possible. Likewise, to face today's competition, companies must be able to have high-quality human resources. Human resources are a crucial aspect in supporting a company's achievements and enabling it to survive in today's fierce competition. Therefore, a company must be able to manage its human resources effectively to improve employee performance. According to Cordery et al., (2023) performance is the level of achievement or actual results of a person, calculated periodically in terms of both quality and quantity, based on predetermined targets, standards, and criteria as a result of the authority and responsibility of a job within a company or organization.

According to Handayani et. al (2023) workload is the effort that must be made by a person to fulfill the demands of the job which if excessive will reduce the quality of life and quality of work of the person and affect occupational safety and health." Excessive workload can cause obstacles for employees in providing their best work results to the company because of the size of the work or the size of the work demands that must be borne by a person where the work given is too much and the time given is too minimal so that it can cause tension in the employee.

According to Carnero et al (2023) employee turnover is the flow of employees entering and leaving a company. This turnover is an indicator of employee stability within the company. The higher the turnover, the more frequent employee turnover." Employees' desire to move, resign, or leave a job is usually done voluntarily, either by their own desire or by the

company's decision. Resignations are generally initiated because employees want to find better employment outside the company.

Based on the researcher's initial observations, employee performance in the company is declining, with the quality of their work starting to decline. This is due to numerous corrections to daily and monthly reports prepared by employees, resulting in significant time spent re-creating these reports and their superiors' time being re-checked. Employees also take a significant amount of time to complete their reports, resulting in employees sometimes missing the deadline for submitting reports to their superiors. This hinders their superiors' work, who have to wait for them to complete their work.

The decline in employee performance is indicated by the influence of their workload, which can be described as quite heavy, such as the large number of reports that must be completed simultaneously, and the timeframes that are too short to complete all of this work, resulting in some reports not being completed on time as required by their superiors. Excessive workloads not only increase employee stress but also hinder their work, which should be completed well and quickly, but are ultimately neglected.

Another factor underlying this decline is employee turnover, which is the rate of employee turnover within the company, whether they resign voluntarily or are dismissed. Employee turnover within the company is currently quite high, as some employees, such as sales personnel, resign or are dismissed due to failure to achieve targets for three consecutive months. This employee turnover results in their work having to be done by their colleagues and hinders the work of the new employee, who must complete their own work while also completing the work of the resigned employee. Companies also need considerable time to find qualified replacement employees who meet the company's requirements. Existing employees must also set aside time to provide training, such as explaining the work they will be doing and the entire implementation process, including work regulations and company regulations, to new employees. This also hinders the work of the employees who are training them.

2. Proposed Method

This type of research is quantitative, involving numerical data, such as income data, population, consumption levels, bank interest rates, and so on. There are two data sources based on their sources that are generally used, namely: 1) Primary Data, is data taken from its source and has never been published by a specific agency. It is generally generated through field surveys and using instruments such as questionnaires, questionnaires, and other instruments. 2) Secondary Data, is data that has been processed and published by a specific agency, such as data published by the Central Statistics Agency, Bank Indonesia, or other institutions.

The research analysis model used to answer the research hypothesis is multiple linear regression analysis. Multiple linear regression analysis has the following formulation:

$$Y = a + b1X1 + b2X2 + e \qquad\qquad (1)$$

Description:
Y = Performance
a = Constant
b1-2 = Regression coefficient
X1 = Workload
X2 = Employee turnover
e = Percentage error (5%)

The hypothesis testing in this study is: 1) Coefficient of Determination (R2) Test The smaller the coefficient of determination, the weaker the influence of the independent variable (X) on the dependent variable (Y). Conversely, if the coefficient of determination is closer to 1, the stronger the influence of the independent variable on the dependent variable. 2) Simultaneous Test (F Test) The F test, or regression coefficient test, is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. The criteria for evaluating the hypothesis in this F test are: a. H0 is accepted if: F count < F table b. Hα is accepted if: F count > F table 3) Partial Test (t Test) The t test, or partial regression coefficient test, is used to determine whether the independent variables have

a significant effect on the dependent variable. The criteria for evaluating the hypothesis in this t test are: a. H0 is accepted if: t count < t table b. Hα is accepted if: t count > t table.

3. Results and Discussion

The following are the results of the multiple linear regression analysis test, namely:

Table 1. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	19.562	.000
Workload	-5.828	.000
Employee Turnover	-2.967	.004

a. Dependent Variable: Performance

$$Y = 38{,}569 - 0{,}414\ X1 - 0{,}227\ X2 + e \qquad (2)$$

1. If the workload and employee turnover do not increase or remain constant, then performance will be 19.562.
2. For every 1-unit increase in workload (X1), performance will decrease by 0.414.
3. For every 1-unit increase in employee turnover (X2), performance will decrease by 0.227.

The coefficient of determination test can be seen below:

Table 2. Coefficient of Determination

Model	R	R Square	Adjusted R Square
1	.596[a]	.355	.341

a. Predictors: (Constant), Employee turnover, Workload
b. Dependent Variable: Performance

The Adjusted R2, or coefficient of determination, correlated with the number of variables and sample size, thus reducing bias if additional variables or sample size are added, is 0.341. This means that workload and employee turnover influence performance by 34.1%, with the remaining 65.9% influenced by other factors external to this research model, such as work conflict, organizational culture, job satisfaction, and other variables.

Table 3. Partial Testing

Model	t	Sig.
1 (Constant)	19.562	.000
Workload	-5.828	.000
Employee Turnover	-2.967	.004

a. Dependent Variable: Performance

Based on the table above, it can be seen that the calculated t-value for workload and employee turnover is greater than the t-table (1.986), thus concluding that there is a positive and significant influence between the workload and employee turnover variables on performance at PT. Wijaya Karya Beton Deli Serdang Branch Office.

Table 4. Simultaneous Testing

Model	F	Sig.
1 Regression	24.799	.000
Residual		
Total		

a. Predictors: (Constant), Workload, Employee Turnover
b. Dependent Variable: Performance

Based on the table above, it can be seen that the calculated F value (24.799) > F table (3.10) with a significance level of 0.00 < 0.05. Therefore, it can be concluded that H3 is accepted, meaning that there is a significant influence between workload and employee turnover simultaneously on employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office.

According to Nofianti & Suseno (2014) Mental workload is the difference between the workload demands of a task and a person's maximum mental capacity when motivated. The results of this study are inconsistent with the opinion of Mondal et al. (2024)who stated that "Physical and mental workload, job fatigue, and work-related stress are closely related to an individual's level of work performance." This contradicts research conducted by Vilarinho et al. (2023)which showed that both simultaneous and partial workload variables significantly influence employee performance. The partial hypothesis testing results using a t-test showed a calculated t value of -5.828 < t table (1.986) with a significance level of 0.000 < 0.05. Therefore, it can be concluded that there is no significant effect of workload on employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office, thus rejecting H1.

According to Arı et al. (2024)employee turnover, or the movement of employees into and out of an organization, is a significant phenomenon in organizational life. Sometimes employee turnover has a positive impact. However, most employee turnover has a negative impact on the organization, both in terms of costs and in terms of lost time and opportunities to capitalize on. The results of this study disagree with the opinion of Gerged et al. (2024)who stated that the higher the employee turnover rate, the more frequent employee turnover occurs. This will be detrimental to the company because it will be burdened with expenses for recruitment, training, costs associated with production errors, and overtime costs due to the slowness of new employees to perform. This is inconsistent with research by Hoai et al. (2022)which showed that both workload and work motivation significantly influence turnover intention, both simultaneously and partially. The partial hypothesis testing results using the t-test showed a calculated t value of (-2.967) < t table (1.986) with a significance level of 0.004 < 0.05. Therefore, it was concluded that there is no significant effect between employee turnover and employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office, thus H2 was rejected.

According to Nasution & Barus (2019), "Workload is the amount of work that must be completed by a department or work group within a period, which can be classified into physical and mental workload." According to Nasution et al. (2019), "Employee turnover is the flow of employees entering and leaving a company, which indicates employee stability within the company." This finding aligns with the opinion of Lubis et al. (2023) who stated that "Generally, excessive workloads lead to fatigue, which directly or indirectly impairs work performance."

The results of this study align with the opinion of Nasution et al. (2019), who stated that to maintain employee performance, companies should maintain good relationships with employees, both by fulfilling their needs and desires, so that they remain with the company and do not leave. This will certainly prevent the company from having to recruit new employees, who will then receive further training until they truly master their field of work. Companies are also not permitted to place excessive pressure or burden on employees, ensuring that employees remain comfortable at work and contribute their best to the company.

These results align with previous research by Nasution et al. (2020), which showed that job satisfaction and workload significantly influence employee performance. These results also align with previous research by Shahzad et al. (2024) which showed that workload and leadership style significantly influence employee performance. The results of simultaneous hypothesis testing using the F-test showed that the calculated F (24.799) > F (3.10) with a significance level of 0.00 < 0.05. Therefore, it can be concluded that H3 is accepted, meaning there is a significant influence between workload and employee turnover on employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office. Based on the results of the research, the Adjusted R Square value obtained was 0.341. This means that the influence of workload and employee turnover on performance is 34.1%, with the remaining 65.9% influenced by other factors external to this research model, such as work conflict, organizational culture, job satisfaction, and other variables.

4. Conclusions

Based on the research results and discussion, the following conclusions can be drawn from this study: Workload does not significantly affect employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office. Employee turnover does not significantly affect employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office. Workload and employee turnover significantly affect employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office.

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