

# THE INFLUENCE OF LEADERSHIP, WORKLOAD, AND WORK ABILITY ON EMPLOYEE TURNOVER INTENTION AT PT PEDIDIKAN MARITIM DAN LOGISTIK INDONESIA (PMLI) BOGOR

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## ABSTRACT

This research aims to determine the influence of leadership, workload and work ability on employee turnover intention at PT Pendidikan Maritim dan Logistik Indonesia (PMLI) Bogor. Before an employee takes a turnover action, it is usually preceded by turnover intention. In this research, the cause of the employee's desire to stop working is thought to be leadership that is not working well, too much workload and a mismatch in abilities and job duties. Sampling of 100 employees was carried out by *proportional stratified random sampling*. The analytical method used in the research is descriptive and verification methods. Data collection techniques through questionnaires, observation, interviews and literature study. Data analysis uses multiple regression analysis, coefficient of determination analysis, F test and t test. The results of this research show that the variables of leadership, workload and work ability simultaneously have a positive and significant effect on employee turnover intention. Meanwhile, partially leadership and workload have a positive and significant effect on employee turnover intention and work ability does not have a positive and significant effect on employee turnover intention.

Keywords: Leadership; Workload; Work Ability and; Turnover Invention.

## I. INTRODUCTION

The importance of maintaining quality human resources is to increase the company's efficiency and effectiveness. Placing employees in the right positions and titles will make them feel at home and less likely to leave their jobs, thereby reducing the employee turnover rate due to placements that do not match their skills and abilities. According to Mobley (2016:13), turnover intention is the result of an individual's evaluation regarding the continuation of the relationship with the company where he works but has not yet been realized in real action. Factors that influence an employee's desire to stop working are leadership, workload and work ability. According to Kartono (2016:34) leadership is a science and art of influencing other people or a group of individuals to work together, not tear each other down, in order to achieve organizational goals.. According to Koesomowidjojo (2017:33), workload is all forms of work given to human resources (employees) to be completed within a certain period of time. According to Bernardin & Russell (2016: 150), work ability is an individual's capacity to carry out various tasks in a particular job.

PT Pendidikan Maritim dan Logistik Indonesia (PMLI) believes that Human Resources is one of the important assets that can encourage company performance. In encouraging this, PMLI has made several structural changes and employee replacements to create "the right man in the right place". The placement of human resources according to competency and passion is believed to be able to guarantee stability, smoothness and work efficiency, so that the company can run well. However, the problem faced by PT PMLI management is the employee turnover ratio which increases every year. This is reflected in Table 1 below:

**Table 1 Recapitulation of PT PMLI Employee Turnover 2018-2022**

Year	Number of Employees (People)				LTO rate (%)
	Beginning	Enter	Go out	End	
2018	157	26	3	180	1.78
2019	180	25	5	200	2.63
2020	200	18	15	203	7.44
2021	203	15	11	207	5.36
2022	207	18	13	212	6.20
<b>Total</b>		<b>102</b>	<b>47</b>		<b>23.41</b>
<b>Average</b>		<b>20.4</b>	<b>9.5</b>		<b>4.68</b>

Source: PT PMLI, 2023 (Processed).

The increasing LTO rate in 2022 is suspected by leadership, inappropriate workload and work ability. This can be proven based on observations at PT. PMLI got the results that:

**Table 2 Recapitulation of Preliminary Observations**

No	Variable	Information
1	Leadership	53% of employees feel that the leadership at PT PMLI has not been effective.
2	Workload	The workforce needs met were 91.7%, which means PT PMLI's workforce shortage was 8.3%.
3	Work ability	13.7% have not met the educational requirements appropriate to their position or position

Source: Processed Primary Data, 2023

Based on the results of initial observations that researchers have made regarding turnover intention at PT PMLI, the researchers are interested in conducting research with the title "The Influence of Leadership, Workload and Work Ability on Employee Turnover Intention at PT Pendidikan Maritim dan Logistik Indonesia (PMLI)".

## II. LITERATURE REVIEW AND HYPOTHESIS

### Turnover Intention (Y)

According to Mobley (2016:13), turnover intention is the result of an individual's evaluation regarding the continuation of the relationship with the company where he works but has not yet been realized in real action. The indicators are: (1) Thinking about leaving; (2) Search for alternative jobs; (3) Intention to leave.

### Leadership (X1)

According to Kartono (2016:34) leadership is a science and art of influencing other people or a group of individuals to work together, not tear each other down, in order to achieve organizational goals. The indicators are (1) Ability to make decisions; (2) Ability to motivate; (3) Communication skills; (4) Ability to control subordinates; (5) Ability to control emotions

### Workload (X2)

According to Koesomowidjojo (2017:33), workload is all forms of work given to human resources (employees) to be completed within a certain period of time. The indicators are (1) Working conditions; (2) Use of working time; (3) Targets that must be achieved.

### Work Ability (X3)

According to Bernardin & Russell (2016: 150), work ability is an individual's capacity to carry out various tasks in a particular job. The indicators are (1) Level of formal education possessed; (2) Technical training attended; (3) Ability to master work

### Hypothesis

- H1 : Leadership, workload and work ability simultaneously have a significant effect on *turnover intention* employees at PT Pendidikan Maritim dan Logistik Indonesia (PMLI).
- H2 : Leadership has a positive and significant effect on *turnover intention* employees at PT Pendidikan Maritim dan Logistik Indonesia (PMLI).

- H3 : Workload has a positive and significant effect on turnover intention employees at PT Pendidikan Maritim dan Logistik Indonesia (PMLI).
- H4 : Work ability has a positive and significant effect on employee turnover intention at PT Pendidikan Maritim dan Logistik Indonesia (PMLI).

### III. METHODOLOGY

Objects in this research are leadership, workload, work ability and turnover intention at PT Pendidikan Maritim dan Logistik Indonesia (PMLI) Bogor. The research design used in this research is descriptive and verification research with a quantitative approach. The related variables in this research are Independent Variables, namely leadership, workload, work ability (X); and Variable (Y) turnover intention. The sample in this study consisted of 100 employees. Data collection in this research was carried out using field studies, namely observation, interviews, questionnaires and to complete the research, there was literature study. The data analysis method used was descriptive analysis by testing multiple linear regression analysis, coefficient of determination, multiple correlation, F test and t test.

### IV. RESULTS AND DISCUSSION

To find out the influence leadership, workload, work ability to turnover intention can be analyzed through multiple linear regression, here is a summary of the results:

Table 3 Recapitulation of SPSS Test Results

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized		
		B	Std. Error	Coefficients Beta		
<b>1</b>	(Constant)	4,438	1,968		2,255	,026
	Leadership (X1)	0.466	0.055	0.749	8,461	0,000
	Workload (X2)	0.208	0.067	0.221	3,113	0.002
	Work Ability (X3)	-0.126	0.074	-0.151	-1,694	0.093
	T table	1,660				
	F count	38,592				
	Sig	,000				
	F Table	2.70				
	R	,793				
	R2	,547				
	Adjusted R2	,533				
	Std Error Of The Estimate	1.63505				
	Alpha (a)	5%				

#### a. Dependent Variable: Y

Source: Primary Data, 2023 (Processed)

Based on Table 3, a regression equation is obtained with the following estimation model:

$$Y = 3.029 + 0.466 X1 + 0.208 X2 - 0.126 X3 + \epsilon$$

The constant of 3.029 indicates that by decreasing the variables X1, X2 and X3, the Y variable will decrease by 3.029. The leadership regression coefficient (X1) of 0.466 has a positive value, meaning that the leadership variable has a positive effect on turnover intention. The workload regression coefficient (X2) of 0.208 is positive, meaning that the workload variable has a positive effect on turnover intention. The work ability regression coefficient (X3) of -0.126 has a negative value, meaning that the work ability variable has a negative effect on turnover intention. The R value is 0.739 which shows the correlation between variables which shows the correlation between variable (X) and (Y) has a strong influence. The R square value is 0.547 or 54.7%. This shows that the contribution of leadership (X1), workload (X2) and work ability (X3) to turnover intention is 54.7%, while the remaining 45.3% is influenced by other variables not studied.

Looking at the results of the degrees of freedom, we get an  $F_{table}$  value of 2.70, so that the results of the degrees  $F_{count} > F_{table}$  (38.592 > 2.70). Thus it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted.

This means that leadership, workload and work ability have a positive and significant influence together (simultaneously) on turnover intention.

The T test has  $\alpha = 0.05$  with degrees of freedom  $100-3-1 = 96$  of 1.660. The leadership variable obtained a  $t_{\text{count}}$  value of 8.461 and a  $t_{\text{table}}$  value of 1.660, which is significant  $t_{\text{count}} > t_{\text{table}}$  ( $8,461 > 1,660$ ). So that  $H_0$  is rejected and  $H_a$  is accepted, meaning that leadership has a positive effect on employee turnover intention. The workload variable obtains a  $t_{\text{count}}$  value of 3.113 and the  $t_{\text{table}}$  value is 1.660 which means  $t_{\text{count}} > t_{\text{table}}$  ( $3.113 > 1.660$ ). So that  $H_0$  is rejected and  $H_a$  is accepted, meaning that workload has a positive effect on employee turnover intention. Whereas that the work ability variable obtained a  $t_{\text{count}}$  value of -1.694 and a  $t_{\text{table}}$  value of 1.660, which means  $t_{\text{count}} < t_{\text{table}}$  ( $-1,694 < 1,660$ ). So that  $H_0$  is accepted and  $H_a$  is rejected, meaning that work ability does not have a positive effect on employee turnover intention

## V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions and writing suggestions reveal that:

1. Leadership, workload and work ability simultaneously have a positive and significant influence on employee turnover intention at PT Pendidikan Maritim dan Logistik Indonesia (PMLI).
2. Leadership and workload partially have a positive and significant influence on employee turnover intention at PT Pendidikan Maritim dan Logistik Indonesia (PMLI). Meanwhile, partial work ability does not have a positive and significant influence on employee turnover intention at PT Pendidikan Maritim dan Logistik Indonesia (PMLI).
3. *Turnover intention* employees at PT. In order to avoid increasing turnover intention, companies can minimize it by improving better leadership, providing workloads that are appropriate to employee abilities, and providing training to improve employee work abilities.
4. For future researchers, they can add other variables that can have an influence on employee turnover intention besides leadership variables, workload and work ability. Such as compensation, work environment, organizational commitment, work stress and taking a larger sample of the research population so that the percentage value of the influence of employee turnover intention is higher.

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