

With Motivation as a Mediation Variable and the Effect of Placement and Workload on the High Turnover Intention of Outsourcing Employees of PT. Warga Utama Prima Mandiri

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Abstract: PT. Warga Utama Prima Mandiri in the field of helpers, operators, supervisors, managers, analysts, where in service companies are very dependent on existing human resources. This study aims to identify with motivation as a mediating variable and the effect of placement and workload on the high turnover intention of outsourcing employees of PT. Warga Utama Prima Mandiri. The results of hypothesis testing indicate that there is a significant relationship between with motivation as a mediating variable and the effect of placement and workload on the high turnover intention of outsourcing employees of PT. Warga Utama Prima Mandiri. The accuracy of good job placement not only directly affects the employee's desire to stay or move from work. A high level of workload can reduce employee motivation which then increases the desire to look for more supportive work. Job placement has a direct effect on turnover intention. Excessive workload can reduce employee motivation and encourage them to look for jobs that provide more appropriate and supportive workloads. The accuracy of good job placement not only directly affects the employee's desire to stay or move from work. A high level of workload can reduce employee motivation which then increases the desire to look for more supportive work.

Keywords: E- Job Placement, Workload, Motivation, Turnover Intention

INTRODUCTION

One of the most common issues in organizations related to human resources is employee turnover intention. Intention is a person's desire or intention to do something. Turnover, on the other hand, is the withdrawal of an employee from their workplace. Turnover, or the turnover of employees within an organization, is a concrete manifestation of turnover intention (Khomaryah et al., 2020). This poses a serious problem for organizations, especially when those leaving are skilled and experienced employees.

The issue of high employee turnover intention is experienced by PT. Warga Utama Prima Mandiri, an outsourcing company specializing in helpers, operators, supervisors, managers, and analysts. PT. Warga Utama Prima Mandiri provides helpers, operators, supervisors, managers, and analysts across various business sectors. Established in 1982, PT

Warga Utama Prima Mandiri is a construction and labor supply company located in Cicadas Village, Babakancikao District, Purwakarta Regency, West Java. The mismatch between employee placement and the existing workload leads to decreased work motivation. Regarding outsourcing, employees still feel that the placements provided by PT. Warga Utama Prima Mandiri do not align with their skills. Meanwhile, employees feel that the job placements provided by PT. Warga Utama Prima Mandiri are inadequate. Outsourcing also feels that their current positions are not adequate. This is followed by the abilities of employees who are already competent.

According to Mawadati et.al (2020), turnover intention is defined as the tendency or intention of employees to voluntarily leave their jobs from one workplace to another according to their own choice. Turnover is common, but if the employee turnover rate is too high, it will disrupt the company's operational activities and productivity, and will incur costs such as recruitment, selection, and training to find replacement employees (Khotimah et.al., 2019). This definition can be interpreted as if the existence of high turnover in a company can certainly have negative impacts such as hampering the process of achieving goals in a company and the ability to recruit new employees, which certainly requires considerable costs and time (Winanti, 2022).

The head of the operational division, who is someone who is directly involved in the field and who is directly related to Outsourcing Workers, that most employees ask to be transferred to the area and submit a desire to resign because they feel that the work placement/area is not suitable and the workload they face is not commensurate with what they get. It can be seen from table 3 that 76.67% of members stated that they are looking for other jobs besides working at PT. Warga Utama Prima Mandiri and 70% stated that they would leave if there was a better offer from another company. Turnover intention is an employee's desire or intention to leave their current job and seek employment at a different company. It is an early indication of the possibility that an employee will actually leave their job and is often a concern for companies because it can impact organizational stability and productivity. Purwatiningsih & Iwan (2022) state that many aspects influence a company's turnover intention toward employees, including organizational commitment, employee performance, job satisfaction, job stress, and work engagement. According to Sidabutar and Aviantono (2022), motivation can be said to be an important factor or part of the relationship between leaders and their employees, where it is hoped that leaders will be able to fulfill the basic needs of employees and it is hoped that employees can carry out activities and responsibilities optimally in accordance with established standards.

Thinking of Quitting (thoughts of leaving the company) refers to employees having thoughts of quitting their jobs and withdrawing from the company. Intention to Search (intention to find another job), refers to employees making efforts such as browsing job openings through various available information media or inquiring about job openings outside the company where they work. Intention to Quit (intention to leave the company), refers to employees beginning to exhibit certain behaviors that indicate their desire to leave the company. Meanwhile, according to Mobley (in Ardan & Jaelani, 2021: 6). The placement process is the process of identifying and acquiring competent employees needed by a company (Anita, 2023). According to experts, employee placement is a subsequent stage of selection, placing employees with needs in units aligned with their competencies, which ultimately impacts work morale and improves employee performance (Paais, 2020).

On the variables and problems felt in the workload of employees of PT. Warga Utama Prima Mandiri, the provider of outsourcing workers, the workload given is stated to be quite heavy. This needs to be reconsidered by the company PT. Warga Utama Prima Mandiri. Based on the results of data collection and the results of the pre-survey of outsourcing workers at PT. Warga Utama Prima Mandiri, there are still problems regarding job placement and workload

that affect turnover intention and motivation to support the work spirit of outsourcing workers at the company PT. Warga Utama Prima Mandiri. An employee's workload is a key determinant of productivity and turnover. If the workload is below standard, it can lead to laziness and unproductive activities, ultimately impacting employee morale. Each employee's workload varies due to the different types of work they perform. The level of workload depends on the complexity of work procedures, job demands, and varying job responsibilities (Sutikno, 2020).

The influence of placement and workload on turnover intention, with motivation as a mediating variable, is based on social exchange theory and motivation theory. Social exchange theory explains how the relationship between employees and organizations is based on the principle of rewards and costs. Motivation theories, such as Maslow's theory of needs or expectancy theory, explain why someone is motivated to work and how that motivation influences behavior, including the desire to leave a job. Maslow's theory (2023), or Maslow's Hierarchy of Needs, is a motivational theory developed by Abraham Maslow, which explains that humans have five levels of needs arranged hierarchically. This theory explains that humans strive to fulfill lower needs (physiological) before moving on to higher needs (self-actualization).

Workload is a concept that refers to the amount of work, tasks, or activities that must be completed by an individual or organizational unit within a certain period of time. Workload can be either physical or mental. Workload theories explain how workload affects individual performance, motivation, and well-being. According to several studies, workload theory in 2023 refers to the number of tasks or activities that must be completed by a worker within a certain period of time. This workload can be physical or psychological and can affect worker performance and health. Workloads that are considered burdensome to employees and cause continuous fatigue will increase the chances of employees leaving the company. According to Azizah et al., (2019), workload is the body's ability to accept work.

Hypothesis

- a) Hypothesis 1. Job placement influences motivation at PT. Warga Utama Prima Mandiri.
- b) Hypothesis 2. Workload influences motivation at PT. Warga Utama Prima Mandiri.
- c) Hypothesis 3. Job placement influences turnover intention at PT. Warga Utama Prima Mandiri.
- d) Hypothesis 4. Workload influences turnover intention at PT. Warga Utama Prima Mandiri.
- e) Hypothesis 5. Motivation influences turnover intention at PT. Warga Utama Prima Mandiri.
- f) Hypothesis 6. Motivation will mediate the relationship between job placement and turnover intention at PT. Warga Utama Prima Mandiri.
- g) Hypothesis 7. Motivation will mediate the relationship between workload and turnover

METHOD

The data collected in this study will be analyzed using SPSS. This data analysis tool uses paths (Path Analysis) to analyze patterns of relationships between variables, aiming to determine the direct or indirect influence of a set of independent variables on the dependent variable. The following path analysis model in this study uses a two-way equation model.

RESULTS AND DISCUSSION

Table 1. Results of Validity Test of Research Variables

| Variable | Items | <i>Corrected item-total correlation</i> | r-table | Information |
|----------|-------|---|---------|-------------|
| | X1.1 | 0,812 | 0,2319 | valid |

| | | | | |
|--------------------------------------|-------|-------|--------|-------|
| Job Placement (X₁) | X1.2 | 0,766 | 0,2319 | valid |
| | X1.3 | 0,529 | 0,2319 | valid |
| | X1.4 | 0,828 | 0,2319 | valid |
| | X1.5 | 0,513 | 0,2319 | valid |
| | X1.6 | 0,836 | 0,2319 | valid |
| | X1.7 | 0,815 | 0,2319 | valid |
| | X1.8 | 0,728 | 0,2319 | valid |
| | X1.9 | 0,840 | 0,2319 | valid |
| | X1.10 | 0,790 | 0,2319 | valid |
| | X1.11 | 0,688 | 0,2319 | valid |
| Beban Kerja (X₂) | X2.1 | 0,799 | 0,2319 | valid |
| | X2.2 | 0,858 | 0,2319 | valid |
| | X2.3 | 0,850 | 0,2319 | valid |
| | X2.4 | 0,821 | 0,2319 | valid |
| | X2.5 | 0,707 | 0,2319 | valid |
| | X2.6 | 0,587 | 0,2319 | valid |
| | X2.7 | 0,793 | 0,2319 | valid |
| | X2.8 | 0,608 | 0,2319 | valid |
| | X2.9 | 0,601 | 0,2319 | valid |
| Motivation (Z) | Z1 | 0,806 | 0,2319 | valid |
| | Z2 | 0,731 | 0,2319 | valid |
| | Z3 | 0,685 | 0,2319 | valid |
| | Z4 | 0,842 | 0,2319 | valid |
| | Z5 | 0,775 | 0,2319 | valid |
| | Z6 | 0,823 | 0,2319 | valid |
| | Z7 | 0,876 | 0,2319 | valid |
| | Z8 | 0,772 | 0,2319 | valid |
| | Z9 | 0,691 | 0,2319 | valid |
| | Z10 | 0,829 | 0,2319 | valid |
| | Z11 | 0,768 | 0,2319 | valid |
| | Z12 | 0,784 | 0,2319 | valid |
| | Z13 | 0,776 | 0,2319 | valid |
| | Z14 | 0,900 | 0,2319 | valid |
| | Z15 | 0,640 | 0,2319 | valid |
| Turnover Intention (Y) | Y1 | 0,491 | 0,2319 | valid |
| | Y2 | 0,410 | 0,2319 | valid |
| | Y3 | 0,816 | 0,2319 | valid |
| | Y4 | 0,726 | 0,2319 | valid |
| | Y5 | 0,610 | 0,2319 | valid |
| | Y6 | 0,503 | 0,2319 | valid |
| | Y7 | 0,741 | 0,2319 | valid |
| | Y8 | 0,595 | 0,2319 | valid |
| | Y9 | 0,861 | 0,2319 | valid |
| | Y10 | 0,789 | 0,2319 | valid |

Table 2. Reliability Test Results

| Question items | Cronbach's alpha | Information |
|---------------------------------|------------------|-----------------|
| Job Placement (X ₁) | 0,907 | <i>reliable</i> |
| Workload (X ₂) | 0,889 | <i>reliable</i> |
| Motivation (Z) | 0,951 | <i>reliable</i> |
| Turnover Intention (Y) | 0,857 | <i>reliable</i> |

Respondent Overview

Table 3. Respondent Characteristics Based on Gender

| No | Gender | Respondent | Percentage (%) |
|----|--------|------------|----------------|
| | Male | 57 | |

| | | | |
|----|--------|----|------|
| 1. | Female | 15 | 100% |
| | Total | 72 | 100% |

This is because the researcher wants to focus on experiences, perceptions, or responses specific to the male gender at PT. Warga Utama Prima Mandiri.

Table 4. Respondent Characteristics Based on Age

| No | Age | Respondent | Percentage (%) |
|----|---------------|------------|----------------|
| 1. | 25 – 30 years | 17 | 23,61% |
| 2. | 31 – 35 years | 13 | 18,06% |
| 3. | 36 – 40 years | 15 | 20,83% |
| 4. | 41 – 45 years | 16 | 22,22% |
| 5. | 46 – 50 years | 11 | 15,28% |
| | Total | 72 | 100% |

This can show that most of the Outsourcing Workers who filled out the questionnaire were between 25 – 30 years old. The age of 25-30 years in the context of age classification, can be considered as early adulthood or vicenarian.

Table 5. Respondent Characteristics Based on Education

| No | Level of education | Respondent | Percentage (%) |
|----|--------------------|------------|----------------|
| 1. | High School | 54 | 75% |
| 2. | Package | 12 | 16,68% |
| 3. | D3 | 3 | 4,16 |
| 4. | S1 | 3 | 4,16 |
| | Total | 72 | 100% |

It can be seen that the majority of the outsourcing workers who filled out the questionnaire had a high school/vocational school education level of 75%. The following is a path diagram of the research conducted, as follows:

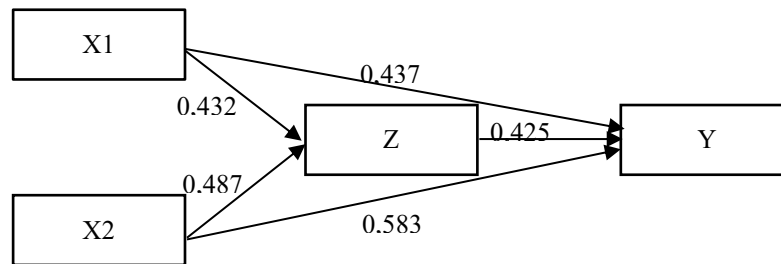


Figure 1. Path Diagram Results

a) Hypothesis 1: The Effect of Job Placement on Motivation

The effect of job placement on the motivation variable is shown in, Therefore, it can be concluded that job placement does influence motivation. Therefore, it can be concluded that job placement influences motivation. This aligns with the research findings of Setiawan (2023), Focusing on increasing motivation, PT. Warga Utama Prima Mandiri can develop strategies to increase motivation, such as recognizing the contributions of outsourced workers and providing rewards for good performance.

b) Hypothesis 2: The Effect of Workload on Motivation

The effect of workload on the motivation variable is shown in, where the calculated. This significance. Therefore, it can be concluded that the workload variable has an effect on motivation. Supported by research by Syamsuddin et al. (2023), PT. Warga Utama Prima

Mandiri must ensure that outsourced workers are placed in a similar work environment and with appropriate experience. This helps reduce turnover by making outsourced workers feel more comfortable and engaged in a familiar environment.

c) Hypothesis 3: The Influence of Job Placement on Turnover Intention

There is a significant influence of job placement on the turnover intention variable, hal ini sejalan dengan penelitian the better the company is at placing employees according to their positions, the lower the turnover intention will be (Almatina et al, 2023). By understanding the role of motivation as a mediator between job placement and workload on turnover intention, PT Warga Utama Prima Mandiri can focus on strategies that maintain or increase employee motivation as a step to reduce turnover intention.

d) Hypothesis 4: The Effect of Workload on Turnover Intention

The effect of workload on the turnover intention variable, a significant value. This is supported by Agustin's (2022) research, which found that workload influences turnover intention in a case study of PT. Indomarco Prismatama in Magelang City. Turnover intention can be reduced if the workload is commensurate with employee performance. However, if the company's high workload exceeds employee performance, turnover intention will increase. Providing supervisors with the necessary training, development, and support to understand and respond to the motivational needs of the Outsourced Workforce can be an effective strategy.

e) Hypothesis 5: The Influence of Motivation on Turnover Intention

The effect of motivation on turnover intention is a significance. This significance value. In research conducted by Alvini (2023), motivation is stated to have a negative and significant influence on turnover intention among employees of PT. Matahari Department Store Tbk, Lampung Branch. The higher the work motivation received, the lower the employee's intention to leave. Conduct regular evaluations of the strategies and policies that have been implemented.

f) Hypothesis 6: The Effect of Job Placement on Turnover Intention with Motivation as a Mediating Variable

Based on the analysis, it can be seen that motivation mediates the influence of job placement on turnover intention. This indicates that job placement variables have a direct and indirect effect on turnover intention through motivation as a mediator. Motivation is a link between the influence of job placement and turnover intention, where employees who feel well-positioned, have a supportive work environment, and feel appreciated by the company tend to have higher motivation to remain productive and stay in the workplace.

g) Hypothesis 7: The Effect of Workload on Turnover Intention with Motivation as a Mediating Variable

Based on the analysis, it can be seen that motivation mediates the effect of workload on turnover intention. This indicates that workload variables have both direct and indirect effects on turnover intention through motivation as a mediator. High workloads can directly increase employees' desire to leave their jobs. However, another interesting finding is the indirect effect of workload on turnover intention through motivation as a mediator.

CONCLUSION

The conclusions drawn from the research that has been conducted are adjusted to the formulation of the research problem. Job placement directly impacts motivation. The quality of placement, such as the match between tasks and skills and a conducive work environment, positively impacts motivation levels. Workload directly impacts motivation. Good job

placement accuracy not only directly impacts an employee's desire to stay or leave a job, but also their desire to seek more supportive employment. Job placement directly influences turnover intention. Good job placement, particularly in terms of experience and similar work areas, can reduce turnover intention. Employees placed in a more comfortable environment are less likely to look for work elsewhere. Workload directly influences turnover intention. High workload levels can increase turnover intention. Excessive workloads can reduce employee motivation and encourage them to seek jobs that provide more appropriate and supportive workloads. Motivational factors such as BPJS Health and Employment benefits play a crucial role in increasing employee motivation. These benefits demonstrate the company's commitment to employee well-being and reduce turnover intention. Motivation acts as a mediating variable between the influence of job placement on turnover intention. This indicates that good job placement quality not only directly influences employees' desire to stay or leave a job but also has an effect through increasing employee motivation. Motivation acts as a mediating variable between the influence of workload on turnover intention. High levels of workload can decrease employee motivation, which in turn increases the desire to seek more supportive employment.

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