The Effect of Placement and Workload on Turnover Intention at PT Mega Akbar Superindo

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Abstract: Every company, in running its business, cannot ignore the importance of managing the human resources it seeks. Issues related to human resources are crucial to a company's operations and its success in achieving its goals, as goals are achieved only when employees perform their jobs well. The purpose of this research is to identify specific factors influencing turnover intention and to find effective solutions to improve employee retention. One approach is to improve appropriate job placement and better workload management. Therefore, this research will investigate The Effect of Placement and Workload on Turnover Intention at PT Mega Akbar Superindo. The research method is quantitative associative, the sampling technique used in this study is non-probability sampling, the data analysis test of this research uses Multiple Linear Regression analysis, Determination Coefficient, Goodness Fit Model Test (F Test), Individual Significance Test (t-Statistic Test). The results of the research show that Job Placement has a positive effect on turnover intention, Workload has a negative effect on turnover intention, Placement and workload have a significant effect on turnover intention. at PT Mega Akbar Superindo.

Keywords: Placement, Workload, Turnover Intention

INTRODUCTION

Every company, in running its business, cannot ignore the importance of human resource management. Issues related to human resources are crucial to a company's business and its success in achieving its goals, as goals are achieved only when employees perform their jobs well (Pratama et al., 2022). In an era of globalization filled with competition between companies, a company is required to be able to adapt and compete in this era of globalization. If a company is unable to adapt in the current era of globalization, it will cause the company to experience a decline in various areas, including sales and quality, and even further, to a decrease in profits (Yusup & Saragih, 2020). However, high employee turnover rates are common in the security industry. Many security organizations experience high employee turnover rates, resulting in increased operational costs, difficulties in providing services, and other business-related issues. The negative impact of employee turnover significantly impacts businesses, both operationally and financially (Arora, 2024).

Turnover intention issues frequently occur within companies. As companies progress, various issues related to their human resources arise. Turnover intention is the action taken by employees to leave their workplace due to various contributing factors. Employee turnover intention in a company can be used as a benchmark for whether the company is managing its human resources effectively (Mangumbahang et al., 2023). Most cases related to turnover intention are caused by low employee loyalty, which subsequently triggers employee turnover intention within an organization (Adeline, 2022).

A phenomenon observed at PT Mega Akbar Superindo is the annual turnover rate. Based on findings from PT Mega Akbar Superindo's turnover figures over a four-year period, the following figures are presented:
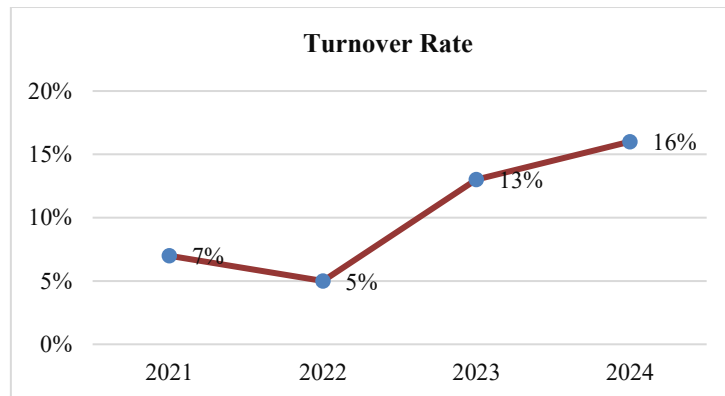

Figure 1. Turnover Level Source of PT Mega Akbar Superindo 2025

Based on Figure 1, the turnover rate fluctuates, starting to increase by 13% in 2023. This figure is quite large considering the turnover standard according to Setiawan and Brian in Perdana & Sari (2024), which states that a normal employee turnover rate is in the range of 5% to 10% per year. If the turnover rate exceeds 10%, then the turnover rate is considered high. Thus, the turnover rate in 2023/2024 has exceeded this ideal limit. High turnover is often used as a primary indicator to identify underlying problems in a company or organization, which may be caused by an unstable and less conducive work environment. This can lead to a decline in human resource performance in the company (Mahayasa et al., 2023). According to Husin (2020), new employees who have completed the orientation program must immediately find employment that matches their talents and skills. Employee placement means allocating employees to specific work positions, particularly for new employees. Existing employees who have already held a position or job are included in the employee placement function, meaning maintaining their position or transferring them to another position.

Several key issues can be identified related to human resource management at PT Mega Akbar Superindo. These issues relate to job placement and workload, which influence turnover intention. Job placements that do not align with employee education and training at PT Mega Akbar Superindo have led to turnover intention. Inappropriate placements also directly contribute to turnover intention. Research by Paais (2020) found that placements that do not align with employee skills and interests can lead to job dissatisfaction, which in turn increases their desire to leave the company.Ramdani & Suratman (2025), who conducted research at PT Agung Sedayu Permai, found that job placement influences the desire to leave. Similarly, research by Wulandari & Maika (2024) demonstrated the influence of job placement on turnover intention among Gen-Z employees in Pontianak. However, this contrasts with research by Yulia & Kardoyo (2020), which showed that job placement had no effect on turnover intention among nurses at An-Nisa General Hospital, Tangerang.

Excessive workload is also a significant factor influencing employee turnover intention. An unbalanced workload will increase turnover intention, as employees who feel burdened tend to have a higher intention to leave the company.The main problem faced by PT. Mega Akbar Superindo is high turnover intention, which is strongly suspected to be influenced by mismatched job placements, excessive workloads, and low employee motivation. To address this issue, PT Mega Akbar Superindo needs to evaluate and improve its job placement and workload management. Syahrani et al. (2024) showed a positive and significant influence on turnover intention among Pegadaian Pekanbaru Regional Office employees. Meanwhile, research by Santoso et al. (2024) at Bank Mandiri Regional IV Jakarta showed that workload had no effect on turnover intention. The results of research conducted by Ramdani & Suratman (2025) simultaneously showed the influence of placement and workload on turnover intention at PT Agung Sedayu Permai.

Given the problems at PT Mega Akbar Superindo, as outlined in the background, the researcher focused on job placement, workload, and turnover intention at PT Mega Akbar Superindo. Furthermore, to determine the scope of the study, the researcher will only cover security personnel at PT Mega Akbar Superindo.

METHOD

Therefore, this research will investigate The Effect of Placement and Workload on Turnover Intention at PT Mega Akbar Superindo.The research method is quantitative associative, The population in this study were employees of PT Mega Akbar Superindo, , the sampling technique used in this study is non-probability sampling, sample 96 , the data analysis test of this research uses Multiple Linear Regression analysis, Determination Coefficient, Goodness Fit Model Test (F Test), Individual Significance Test (t-Statistic Test).

RESULTS AND DISCUSSION
Respondent Overview

Table 1. Respondent Characteristics by Gender

Gender	Frequency	Percentage (%)
Male	62	64,58
Female	34	35,42
Total	**96**	**100%**

Source: Processed Questionnaire Data

Thus, the majority of PT Mega Akbar Superindo employees are male. This is because male employees are generally placed in sales, canvassing, and courier roles. Women, on the other hand, are assigned to administration and sales roles in stores/supermarkets.

Table 2. Respondent Characteristics Based on Age

Age	Frequency	Percentage (%)
20 -30 Year	59	61,46
31 - 40 Year	25	26,04
41 - 50 Year	12	12,50
Total	**96**	**100%**

Source: Processed Questionnaire Data

Most of PT Mega Akbar Superindo's employees are aged 20-30. The company prefers to recruit young, highly productive employees, as they are more often in the field and some are deployed to other areas.

Table 3. Respondent Characteristics Based on Last Education

Last Education	Frequency	Percentage (%)
Junior High School	28	29,17
Senior High School	52	54,17
Diploma	10	10,42
Bachelor	6	6,25
Total	**96**	**100%**

Source: Processed questionnaire data

PT Mega Akbar Superindo employees tend to have a high school education. This indicates that the company does not require employees with higher education, as they do not require specialized knowledge and skills.

Uji Validitas

Table 4. Validity Test Results Regarding Placement

Statement	R count	R table	Description
VAR00001	,211	0,2006	Valid
VAR00002	,506	0,2006	Valid
VAR00003	,718	0,2006	Valid
VAR00004	,626	0,2006	Valid

Source: Processed Questionnaire Data

Table 5. Validity Test Results Regarding Workload

Statement	R count	R table	Description
VAR00001	,481	0,2006	Valid
VAR00002	,624	0,2006	Valid
VAR00003	,616	0,2006	Valid
VAR00004	,647	0,2006	Valid
VAR00005	,731	0,2006	Valid
VAR00006	,731	0,2006	Valid
VAR00007	,215	0,2006	Valid

Source: Processed questionnaire data

Table 6. Validity Test Results Regarding Turnover Intention

Statement	R count	R table	Description
VAR00001	,683	0,2006	Valid
VAR00002	,659	0,2006	Valid
VAR00003	,632	0,2006	Valid
VAR00004	,774	0,2006	Valid
VAR00005	,726	0,2006	Valid
VAR00006	,766	0,2006	Valid

Source: Processed Questionnaire Data

Reliability Testing

Table 7. Reliability Test of Placement Variables

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,710	,719	4

Source: Processed questionnaire data

Based on the table above, the placement variable (X1) has a Cronbach's Alpha value of 0.710, which means it can be said to be high.

Table 8. Reliability Test of Workload Variable

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,824	,829	7

Source: Processed Questionnaire Data

Based on the table above, the workload variable (X2) has a Cronbach's Alpha value of 0.824, which means it can be said to be high.

Table 9. Reliability Test of Turnover Intention Variable

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,881	,890	6

Source: Processed Questionnaire Data

Based on the table above, the turnover intention variable (Y) has a Cronbach's Alpha value of 0.881, which is considered high. The calculation results using SPSS 18 show a reliability test value or Cronbach's Alpha > 0.60, thus all statement items are considered reliable.

F test (Goodness of fit)

Table 10. F test (Goodness of Fit)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1126.208	2	563.104	43.499	.000[b]
	Residual	1229.792	95	12.945		
	Total	2356.000	97			
a. Dependent Variable: turnover intention						
b. Predictors: (Constant), placement, workload						

Based on the calculation, the F count was obtained at 43.499. While the F table value with a degree of freedom of numerator 2 and denominator 95 at α (0.05) was 3.09. Thus, F count (43.499) > F table (3.09) with a sig value of 0.000 < 0.05, this indicates that the research model is feasible and meets the goodness of fit and placement and workload have a joint effect on turnover intention.

Multiple Linear Regression Test

Table 11. Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.736	2.280		5.586	.000
	Placement	.964	.127	.564	7.581	.000
	Workload	-.282	.060	-.349	-4.692	.000
a. Dependent Variable: turnover intention						

Based on the output above: Y = 12,736 + 0,964X1 - 0,282X2 + e. The regression model explains the relationship between job placement and turnover intention, which is unidirectional, while workload and turnover are inversely related. This means that if job placement increases by one unit, turnover intention will increase by one unit, while if workload decreases by one unit, turnover intention will decrease by one unit.

Correlation Coefficient Analysis and Determination Coefficient

Table 12. Correlation Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691[a]	.478	.467	3.59794
a. Predictors: (Constant), workload, placement				

The multiple correlation coefficient value of placement (X1) and workload (X2) with employee turnover intention of 0.691 shows a strong relationship because it is between 0.600 – 0.799.

That placement (X1) and workload (X2) explain 47.8% of model Y, with the remainder explained by variables not included in this study. This indicates that appropriate employee placement and well-managed workload will reduce turnover intention.

Hypothesis Test (t-Test)

Table 13. Hypothesis Testing

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	12.736	2.280		5.586	.000
	Placement	.964	.127	.564	7.581	.000
	Workload	-.282	.060	-.349	-4.692	.000
a. Dependent Variable: Turnover intention						

From the statistical calculations, the calculated t for placement = 7.581 is greater than the t table = 1.986, so H1 is accepted and Ho is rejected. This means there is a positive influence between placement and turnover intention at PT Mega Akbar Superindo.

From the statistical calculation of the t-test above, the calculated t for workload = -4.692 is negative, smaller than the t table = -1.986, so H1 is accepted and Ho is rejected. This means there is a negative influence between workload and turnover intention.

CONCLUSION

The research results show that placement influences turnover intention. This suggests that when an employee is placed in a position that does not align with their skills, interests, or expectations, this can lead to dissatisfaction, which then increases the intention to look for another job. Placements that do not meet employee expectations will make them feel unappreciated and uncomfortable, thus encouraging them to seek better opportunities in other companies. However, if there are problems with the recruitment process that lead to inappropriate employee placements, management can improve these procedures to reduce turnover. By increasing employee satisfaction through better policies, companies can retain quality employees.

Job placement has a positive effect on turnover intention at PT Mega Akbar Superindo based on the results of the hypothesis test. Therefore, appropriate and fair placement will reduce employee desire to leave. Workload is a demand placed on workers when receiving requests, orders, or demands that will result in a form and level of performance. Therefore, worker productivity is indirectly influenced by the workload they receive, which is indicated through their performance. Workload received by workers can be a physical workload, such as exposure to environmental temperature, noise, lighting that impacts the worker's body metabolism from heart rate, oxygen consumption, body temperature and so on which seems more concrete and is closer to the aspects of occupational safety and health. Workload can also

be a mental workload that is indicated to be more subjective to each worker subject, such as the burden of time, effort, stress and so on.

Workload has a negative effect on turnover intention at PT Mega Akbar Superindo. Therefore, excessive workload will impact turnover intention, and vice versa. Job placement is also used as a benchmark for how much employee productivity is for the company, because job placement that does not match the field and expertise can cause dissatisfaction in employees and a lack of employee work contribution to the company. Workload is also one of the reasons employees want to leave a job, at PT Mega Akbar Superindo. The workload itself, such as additional hours or length of working hours per day and sales targets, sales targets that have been set by the company, is a workload that must be borne by employees. A workload that is felt to be quite heavy can affect the physical and psychological condition of employees.

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