

14th ISCA 2024

The Influence Of Leadership Style, And Workload On Turnover Intention

Galih Cahyati ^{1*}, Dwita Darmawati ²

^{1*} Universitas Jendral Soedirman, galihcahyati21@gmail.com

² Universitas Jendral Soedirman dwitadharma75@gmail.com

ABSTRACT

The purpose of this study is to determine the causes of high turnover rates which are thought to be caused by leadership styles and workloads that cause high turnover rates. So that the hope is that the results of this study can find solutions for companies to reduce turnover rates so that company productivity increases. So that company productivity increases. the main focus of this research is to improve the leadership style and the existing burden so that it will change the company's perspective in determining policies. quantitative data collection through questionnaires to frontliners, with analysis using SPSS. The population in this study were all frontliners in RO Yogyakarta, with the sampling technique being random sampling. The results show that both have an influence on the high turnover that exists partially and simultaneously.

Kata kunci: Leadership Style; Workload; Turnover.

1. Introduction

Judging from the career development at Bank Rakyat Indonesia, almost 80% starts from the frontliner position, where the maximum age to become a frontliner is 25 years at this time, judging from the age that has become a regulation by this company, it can be seen that 100% of the current frontliners are generation Z. With this prefix, the company should provide a good image for its frontliner workers considering that they are the future hope for the company's progress. With this prefix, the company should provide a good image for its frontliner workers considering that they are the future hope for the company's progress. This is called prioritizing internal consumers is more important than prioritizing external consumers, if internal consumers are satisfied with the company, the output that will be produced for external consumers will also be maximized.

However, in practice at this time the high turnover in frontliner positions should be of particular concern to the company, with one frontliner choosing to resign having an impact on reducing the minimum productivity level at the work unit level. One of the branch offices that has a high turnover rate is BRI Ajibarang Branch Office, the high turnover rate has reduced the productivity level of the frontliners at the branch. Returning to the initial statement that the

current generation is generation Z cannot be separated from technology and also freedom of opinion on social media. With the existence of these two combinations has a positive and negative impact respectively, if the company provides comfort for its workers then this generation will give a good assessment that will be shared on the media they have, but if the company does not provide satisfaction for them then this will have a boomerang effect on the company itself. This is because employer branding is also very important for companies to recruit the best employees to lead the company in the future 2 Kasih, Pustika. (2023).

However, in practice at this time the high turnover in frontliner positions should be of particular concern to the company, with one frontliner choosing to resign having an impact on reducing the minimum productivity level at the work unit level. One of the branch offices that has a high turnover rate is BRI Ajibarang Branch Office, the high turnover rate has reduced the productivity level of the frontliners at the branch. Returning to the initial statement that the current generation is generation Z cannot be separated from technology and also freedom of opinion on social media. With the existence of these two combinations has a positive and negative impact respectively, if the company provides comfort for its workers then this generation will give a good assessment that will be shared on the media they have, but if the company does not provide satisfaction for them then this will have a boomerang effect on the company itself. This is because employer branding is also very important for companies to recruit the best employees to lead the company in the future 2 Kasih, Pustika. (2023).

Based on research conducted by Pande Made (2019) said that workload has a significant influence on turnover, while according to Yussy (2019) said that what causes high turnover at PT Bank Rakyat Indonesia is the leadership style applied by its employees. With these various questions, the researcher plans to study things that can affect the high turnover rate at PT Bank Rakyat Indonesia.

2. Literature Review

2.1. How to Lead

A leadership style is a way or approach used by a leader to lead and manage a team or organization. Leadership style can influence employee behavior, motivation, and performance, as well as the overall organizational culture. An effective leadership style can affect employee performance and satisfaction, as well as the entire organizational culture. Therefore, leaders should choose a leadership style that suits the needs and goals of the organization. Research shows that poor leadership style can increase turnover intention, which is an employee's intention to turnover or resign from the workplace. Therefore, companies should pay attention to the leadership style applied by their leaders to increase employee satisfaction and retention. Leadership styles that can increase turnover rates are autocratic leadership styles, where leaders do not give approval in decision making, non-transformational leadership styles where leaders do not motivate their subordinates.

2.2. Workload

Workload is the amount of work or tasks that must be completed by an employee within a certain time. Workload can be in the form of the amount of work that must be completed by employees,

the time required to complete the work or the level of difficulty of the work or tasks to be completed. According to Paramitadewi (2017), according to Koesoemowidjojo (2017), workload is the contrast between the limits or capacity of workers and the demands that must be faced. According to research, excessive workload can increase employee turnover by 20-30% (Khalil et al., 2020). Therefore, companies must ensure that employee workloads are not too heavy and can be completed within a reasonable time. Workload is a series of activities that must be carried out by a unit or position holder within a certain period of time.

In the context of work, workload can be interpreted as the amount of work that must be completed by employees within a certain time, including the number of tasks, working time, and the level of difficulty of the work.

2.3. Turnover

Turnover intention according to Mobley (2011) is the desire or encouragement of employees to immediately leave their company or existing position. This can be seen from employees who have a strong desire to leave the company by actively looking for job vacancies. Turnover is the movement or change of employees from one position or company to another position or company. Turnover can be caused by various factors, such as low job satisfaction, high job stress, uncomfortable working conditions, inadequate benefits, and inadequate career opportunities.

2.4. The theory of Organizational Equilibrium (TOE)

The theory of Organizational Equilibrium (TOE) is presented by and it insist on the need to balance employees contribution and inducements with those of the organization. The theory of Organization Equilibrium is commonly considered as the first formal turnover theory on turnover intention. This theory owes its name to the fact that it hypothesizes that turnover is a decision taken after weighing one's perception of the contribution of the organization to one's life as cited by.

3. Research Methodology

3.1. Type of Research

The object of research is a condition that describes the situation of the object to be studied to obtain an overview of the research to be carried out. In this study, the object is Bank Rakyat Indonesia Regional Office Yogyakarta. Research subjects are people or objects that can provide information or information related to the data needed to fulfill research data. The research location is the place where the researcher conducts his research. In this research is BRI RO Yogyakarta which has various facilities that can fulfill this research activity. The target in this study is how the work system at BRI RO Yogyakarta Bank causes a high turnover rate for frontliner workers. With the number of workers 1074 people and researchers will take data as many as 90 people involved in this study.

3.2. Population, sample, and sample technique

According to Sugiyono, population is a generalized area and there are objects or subjects in it with predetermined qualities and characteristics that have been determined by researchers to understand and produce conclusions involving BRI employees Ajibarang Branch Office. The sample is part of the total population taken and adjusted to the research needs and must be representative of the population so that the research has accurate results. In this study the sample was the frontliner BRI RO Yogyakarta.

3.3. Measurement

The data collection method in this study was carried out using the questionnaire method (list of questions). The questionnaire that has been prepared is a series of questions related to organizational culture, leadership style and employee performance. The questionnaire is divided into a closed questionnaire, namely the respondent is only given the opportunity to choose the answers that have been provided according to his opinion, and an open questionnaire, namely the respondent is given the opportunity to answer according to his opinion freely. The questions in the questionnaire were accompanied by answers using a scale of 1-5 to obtain interval data, which using a scale of 1-5, is a form of people's habit of giving assessments. The answers available on the scale are given a score or value as follows: for the answer category Strongly Disagree (STS), the score or value is 1 (one), for the answer Strongly Agree (SS), the score or value is 5 (five).

4. Data Analysis

Hypothesis	Independent Variable	Dependent Variable	Sig	P Value	Result
H1	How To Lead	Turnover	0.07	0.05	Not Supported
H2	Workload	Turnover	0.00	0.05	Supported
H3	How to Lead x Workload	Turnover	0.00	0.05	Supported

It is known that Sig for the effect of X1 on Y is $0.07 > 0.05$. So it can be concluded that H1 is not accepted. It is known that Sig for the effect of X2 on Y is $0.00 < 0.05$. So it can be concluded that H2 is accepted. Based on the output above, it is known that the significance value for the simultaneous influence of X1 and X2 on Y is $0.000 < 0.05$. So it can be concluded that H3 is accepted, which means that there is a simultaneous influence of X1 and X2 on Y.

5. Discussion

- Based on the significance value for the effect of X1 (Leadership) on Y a (Turnover) is $0.07 > 0.05$ which can be concluded that H1 is not accepted. This is because at PT Bank Rakyat

Indonesia the leader has given clear directions regarding the jobdesk of each worker in accordance with the position and ability of each employee.

- Based on the results of hypothesis testing shows that X2 (workload) has a significant effect on Y (turnover) seen from $0.00 < 0.05$. So it can be concluded that H1 is accepted. This is because if the workload given is not in accordance with the abilities and jobdesk, it will affect the level of stress at work and cause a high turnover rate.
- Based on the output above, it is known that the significance value for the simultaneous influence of X1 and X2 on Y is $0.000 < 0.05$. So it can be concluded that H3 is accepted, which means that there is a simultaneous influence of X1 and X2 on Y. This is because if the leadership style is not good at managing its employees and coupled with a very high workload, it will cause a lack of enthusiasm at work and cause high interest in leaving the company and looking for a better job.

5.1. Suggestion

- Improve working hours in accordance with the applicable provisions of the Ministry of Manpower, so that employees have time to recover for the next job. This is because based on the questionnaires that have been distributed, the majority of people who wish to resign are due to unreasonable working hours.
- Reduce the burden on employees so that employees do not feel too heavy with the responsibilities they carry every day. Including working on job desks that are in accordance with the provisions that have been determined at the time of job description. And expected to provide the latest solutions to handle the amount of work that must be completed in one day with technology, new policies or additional positions.
- Create a supportive work atmosphere so that employees feel satisfied with the existing environment. Reduce seniority in the office because it is also what often happens in the office and it is also the cause of most employees choosing to resign. if fellow employees respect each other then this will create a healthy environment and make employees, especially frontliners, more comfortable at work.
- Provide a balanced time between work and personal life for employees, so that employees do not feel limited in socializing. Apart from unreasonable working hours, most of the employees also filled out questionnaires with reasons for resigning due to lack of time to socialize with friends or closest family, this can be seen from the difficulty they have in applying for leave or permission to be absent from work for personal matters will be complicated.
- Provide leaders who are able to build positive relationships with employees in carrying out their obligations, understand and realize the limits of the abilities of their employees and understand if employees cannot do what has been ordered it is due to their limitations, and hopefully with things like this the leader will care more and provide a way out not only concerned with targets and do not want to see the facts in the field.

6. Conclusion

Based on the results of the SPSS output that has been tested, it can be concluded that leadership style has a significant influence on the high turnover rate at RO Yogyakarta frontliners. Workload has a significant influence on the high turnover rate in RO Yogyakarta frontliners. and

together the variables of leadership style and workload have a significant influence on turnover in RO Yogyakarta frontliners.

Reference

- Suganda, H, Sutrisno & Setyorini N. (2023). Pengaruh Gaya Kepemimpinan, Kompensasi dan Lingkungan Kerja Terhadap Turnover Intention Dengan Stres Kerja Sebagai Variabel Intervening. *Jurnal Transekonomika: Akuntansi, Bisnis dan Keuangan*
- Ningtyas L, & Liana, L. (2024). The Influence of Leadership Style, Job Stres and Workload on Turnover Intention (Study at BPR Arto Moro, Semarang City. *COSTING:Journal of Economic, Business and Accounting* Volume 7 Nomor 4, Tahun 2024 e-ISSN : 2597-5234
- Krismoko, Suhartono. (2024). Pengaruh Gaya Kepemimpinan, Lingkungan Kerja dan Stres Kerja Terhadap Turnover Intention. *Jurnal Locus: Penelitian & Pengabdian* Volume 3 No. 2 Februari 2024
- Lazzari M & Ruggieri S. (2022) Predicting and Explaining Employee Turnover Intention. *International Journal of Data Science and Analytics* (2022) 14:279–292
- Mattayang B. Tipe dan Gaya Kepemimpinan : Suatu Tinjauan Teoritis. *Jemma Jurnal Of Management and Accounting*.
- Saputra, Pande. (2019). The Effect Of Work Satisfaction, Organizational Commitment And Workload On Turn Over Intention On Pt. Bank Rakyat Indonesia (Persero) Tbk Unit Sekanca Denpasar Gajah Mada. Post Graduate Program Universitas Mahasaraswati Denpasar
- Trisna M, Firdaus S. (2023). Pengaruh Lingkungan Kerja dan Beban Kerja Terhadap Turnover Intention Karyawan Generasi Z (Studi Kasus Pada PT X). *Bandung Conference Series: Business and Management*
- Wirawan Raka. (2022). Pengaruh Beban Kerja Terhadap Stres Kerja Melalui Work Life Balance (Studi Pada Pegawai Dinas Perhubungan Kota Pasuruan). *Sibatik Journal | Volume 1 No.10* (2022)