

CHAPTER I

INTRODUCTION

1.1 Research Background

There are a lot of companies and organizations that they don't realize how important this stuff, and human resources role toward organizations in the myriad area. Ranging from strategic planning to the company image. One of the main crucial roles as factors that will determine the company's success lies on the company's human resources (Pande Made Arma Suputra, Anik Yuesyi, 2019). By providing optimal results in human resources, it is necessary to continuously develop human resources to create quality human resources and have a more composition role (Mustamu, 2013). Quality in human resources will probably be the most important thing for the education and development function when these are implemented and the principles of quality management and behavior change processes will be needed at all levels of the organization (Fordyce & Barney, 2015).

The banking is one the organization which is have the uniqueness with have lot of multiprofessional sector and employee. With so many employees inside, the banking sector have to think how to make retention toward employee to constantly provide the best service and value for company, banks also have to think about the employees to meet their needs in order to achieve satisfaction. If satisfaction is achieved so that they will do their job well and the turnover intention of their work will be reduced. According to (Mathis & Jackson, 2011) turnover is kind of process by employee to tend to leave their organization. Employee turnover intention from a company can be caused by several variables such as employee dissatisfaction, stress, workload of the work environment, therefore it is very essential thing for companies to retain the employees by providing satisfaction (Quereshi et al., 2012).

It could be a positive and negative attitude for job satisfaction toward her/his job. In general status about a positive is equivalent toward job satisfaction, and then have negative attitudes against the job dissatisfaction (Bayarçelik & Findikli, 2016). (Perbankan, n.d.). Job satisfaction is interpreted as an affective reaction to the job expressed either in its entirety (global satisfaction) or with respect to specific aspects (Yasinta et al., 2020).

In addition, it is not only job satisfaction that affects turnover intention, one of which is workload. Excessive workload will result in bad impacts, namely by creating fatigue both physically and mentally. Meanwhile, too little burden will cause boredom for employees, due to lack of attention to workers. So that this can result in jobs that are potentially harmful to workers (Tentama et al., 2019).

Organization commitments also as one of an important for all organizations due to employees are the main human sources for extent the performance and success of company. Organizational commitment has been defined in previous attitude that enclose an worker to an organization in order to minimize they turnover intention (Hanaysha, 2016a). Workload is the total amount of work that must be done by a position in an organization or company with the volume of work and the time limit set by the company (Askiyanto & Soetjipto, 2018).

Job satisfaction, workload and turnover also have relationships and that relationship has connected each other when a company has organizational problems so they can lose their high performance for other jobs that are considered more desirable by employees (Al Mamun & Hasan, 2017). With the existence of organizations concern about their issue regarding the employee's stuff. The organization also has concerns about the cost regarding the recruiting employees, selecting and also training as a result of previous employees who have resigned (Zhang, 2016).

In the table below, the researcher will explain some of the company data of the PT Bank Nagari, Padang, which is the table below will be a reference for the number of employees who have turnover intention

Table 1.1 The Data of Turnover Bank Nagari West Sumatera from (2016-2020*)

NO	Details	Years				
		2016	2017	2018	2019	2020*
1	Pass away (involuntary)	1	5	3	3	2
2	Resign (voluntary)	20	30	48	47	35
3	Internal issue(voluntary)	5	4	3	7	3
4	Retirement at age 38 (involuntary)	0	0	1	3	1
5	Disability Retirement (involuntary)	0	0	0	1	0
6	Normal Retirement (involuntary)	21	21	35	33	34
TOTAL		47	60	90	94	75

Source: Bank Nagari (2020)

*November

From the table above it can be seen from 2016 until 2020, the desire to leave or resign from the company is continues increase even though in 2020 the corona virus has appeared, this stuff does not allow employees to keep remain to resigned. Internal issues are the kind of problems that occur in employees in the company, it can be seen that in 2019 it experienced a surge, even though in 2020 it experienced the same decline as in 2018.

Turnover is the main core of the theme in several organizations and also for management studies, and more attention has been focused on understanding the causes. Therefore, a lot of research that make implicit suggestions and assumptions about employee turnover is something terrible for company performance that companies must avoid. The turnover intention here is the desire

or intention of employees who have the level so that employees have the possibility to leave the organization or voluntarily resign from their jobs. (Rohadi, 2010). According to Harnoto's perception of turnover intentions, a country with turnover intentions is the degree or desire of people to leave their own companies (Harnoto, 2009) with a lot of turnovers and rapidly growing, companies need to manage human resources to achieve company goals by investigating the preservation, selection, and acceptance of human resources effectively. Many views the perspective that by leaving their own company and trying to resign and there is a desire inside to leave their own company with many reasons due to the intention to get another better job, better in term of paying or also employees feel the death of members inside of the organization (Pande Made Arma Suputra, Anik Yuesyi, 2019). The intention to leave and resign from the company is generally done by employees who are triggered by feelings of insatiability in the workplace it could be as low employee commitment and workload and so on (Liu & Wang, 2006). Turnover intention as currently defined is employees has inclination or has tendency to leave his organization, The actual turnaround is most likely due to the intention to retreat (Emberland & Rundmo, 2010).

Companies with higher turnover there are some problems inside with company issues. The root of problems with many turnovers must be found to reduce the number of employees who tend to leave their organizations or company. Equality in increasing turnover in a company will also have an impact on the company and it will be a significant effect. The effect could be revenue, productivity company, and also remaining employee satisfaction. In this case, will have a link to this statement with the question is whether the employee likes to work or not. There are many reasons why employees are unhappy at work or feeling unsatisfying at the workplace. At most common mistake, the reason for the highest turnover lies on workload, job satisfaction, or organizational commitment to the company. People might come to the company to get better satisfaction at the workplace where satisfaction is better and beyond expectations (Leonard, 2018).

Most of these are considered extreme or large expenses for organizations and companies when they want to hire a new employee. This as reasoning why some organizations have a big issue and concern about the turnover reaction. Because the effect of turnover is truly high rate, thus why happened can be in inhibition in their ability to attract new employees. (Zhang, 2016).

In several factors it can affect the tendency of employee turnover. According to (Syahronica et al., 2015) and (Seo et al., 2004) Appointed that workload also one of crucial factors where it is can be affect to job satisfaction. (Yin & Yang, 2002) added that if work stress with heavy workload and task overload considered the employee to leave their job and this is the most frequent reason why a lot of employee is higher.

According to (Susanty & Miradipta, 2013) As a result of the overall like or dislike about the job satisfaction with catalysts job satisfaction, workloads, and the impact of organizational commitment that reflect workforce attitudes. There is a sense of dissatisfaction with workers in the workplace and various problems arise. Because of arise in many problems with dissatisfaction, workload and some of organization need to make a great organization to meet commitment among employee, but the problem that influenced the employee was significant and this is was challenges for company to manage the human resources is, because the most important for better result in successful of a company is depend on human resources. One of the factors that affect employee performance is the burden or workload on it, and employees of PT. Bank Nagari has a high level of corporate target in achievement. This matter also make employee have to set aside time outside of working hours to get clients to meet targets and complete work on time. Working hours also have some consequence for employee itself. They will get the reward if they target has achieved but they will loss of time for the rest. So that it gives its own pressure for employees of PT. Bank Nagari and can bring negativity to the performance of employees of PT. Bank Nagari.

The emergence of a sense of dissatisfaction with workers in the workplace and various problems. Such as the problem of employee absence, where the employee's absence can interfere or damage the work of other employees. Here are some data on one of the causes of employee dissatisfaction, such as the absence of PT. Nagari Bank.

1.2 The Absence of employee's in PT. Bank Nagari at 2019

No	Division of Department	Ordinary Permit	Outpatient	Late
1	Fund and Treasury Division	72	28	196
2	Compliance Division	16	10	32
3	Finance and Accounting Division	26	26	85
4	Credit and Micro Banking Division	6	92	30
5	Risk Management Division	24	17	41
6	Supervision Division	22	14	89
7	Credit Rescue Division	40	20	58
8	Strategic Planning Division	12	21	48
9	Corporate Secretary Division	26	39	94
10	Human Resources Division	19	13	89
11	Information Technology Division	34	31	91
12	General Division	68	62	96
13	Syariah Business	20	10	35

	Division			
14	Expert Staff of the Directors	0	22	0
Total		379	408	984

Source: Human Resources Department at PT. Central Bank

From the data above, the dissatisfaction of employee through the absence, where the employee's absence can interfere or damage the work of other employees. The absence of employee in PT Bank Nagari from 2019, by being late for work for 984 employee who's late in working. 408 employee who outpatient and around 379 employee who being ordinary permit.

It was been founded above about job satisfaction, workload, and organizationalcommitmentas moderating in related to employee turnover intention, which means that employee feels dissatisfaction at work and tend to leave their jobs. There are correlations as we seem from this matter such as job satisfaction; workload, organizational commitment, and turnover intention have a fairly negative relationship. This means is when the level of satisfaction of employees of his job decreases, their opportunity to increase.

1.2 Problems Identified

Based on the previousproblem, it has become an extreme issue that wishes to be reviewed through PT Bank Nagari, in order now not to negatively impact the company. numerous troubles that can be examined on this observe is how to Job Satisfaction, Workload, and Organization Commitment as mediating, which can affect employee, job delight at PT Bank Nagari, and the affected on the turnover intention at PT bank Nagari. Primarily based on the outcomes of the historical past above the have a look at formulating the trouble as follows:

1. How does Job satisfaction influence an employee's turnover intention in PT Bank Nagari?
2. How does the Workload influence on employee's turnover intention in PT Bank Nagari?

3. How does the Job satisfaction influence on Organization commitment in PT Bank Nagari?
4. How does the Workload influence on Organization commitment in PT Bank Nagari?
5. How does the influence organization commitment on turnover intention in PT Bank Nagari?
6. Do Organization commitment mediate the relationship between Job satisfaction and Turnover intention in PT Bank Nagari?
7. Do Organization commitment mediate the relationship between Workload and Turnover intention in PT Bank Nagari?

1.3 Research Questions

1. How does Job satisfaction influence an employee's turnover intention in PT Bank Nagari?
2. How does the Workload influence on employee's turnover intention in PT Bank Nagari?
3. How does the Job satisfaction influence on Organization commitment in PT Bank Nagari?
4. How does the Workload influence on Organization commitment in PT Bank Nagari?
5. How does the influence organization commitment on turnover intention in PT Bank Nagari?
6. Do Organization commitment mediate the relationship between Job satisfaction and Turnover intention in PT Bank Nagari?
7. Do Organization commitment mediate the relationship between Workload and Turnover intention in PT Bank Nagari?

1.4 Research Objectives

This research has the purpose to determine the factors influencing employee's turnover intention in PT Bank Nagari, such as:

1. To test and analyze the Job satisfaction influence an employee's turnover intention in PT Bank Nagari?

2. To test and analyze the Workload influence on employee's turnover intention in PT Bank Nagari?
3. To test and analyze the Job satisfaction influence on Organization commitment in PT Bank Nagari?
4. To test and analyze the Workload influence on Organization commitment in PT Bank Nagari?
5. To test and analyze the influence organization commitment on turnover intention in PT Bank Nagari?
6. To test and analyze the Organization commitment mediating the relationship between Job satisfaction and Turnover intention in PT Bank Nagari?
7. To test and analyze the commitment mediating the relationship between Workload and Turnover intention in PT Bank Nagari?

1.5 Contributions of the Research

This study is expected to give a contribution as follow:

1. Understanding factors influencing employee's turnover employee's in Bank Nagari.
2. Strengthen theories related to the relationship between job satisfaction, workload, organization commitment, and employee turnover intention.
3. As a reference for company policy recommendation to reduce the employee's turnover in Bank Nagari.

1.6 Scope and Limitations of the Problem

This research study will be conducted to recognize and measure the influence of factors on employee turnover intentions related to job satisfaction, workload, and organizational commitment as mediation where these factors provide a human resource program.

The boundaries of the research study will have limitations at PT Bank Nagari area which is a company located in West Sumatra. Researchers used the

Sekaran-Krejci and Morgan table formula to take samples from the formula at PT Bank Nagari and also the data collection technique used was a questionnaire.

The limitation of this thesis due to corona virus disease, where this issue was happened during the research, the researcher will have limitation in term of data because of social distancing and also for future research.

1.7 Structure of the Thesis

The following interpretation is how this study was prepared:

Chapter I – Introduction and Background.

This chapter will present the research base on background of the study, problem identifications, research question, research objectives, scope and limitations of research, and research contribution.

Chapter II – Literature Review.

This chapter will introduce and presents the researcher's research on theories for example like definitions, the research previous, theoretical of frameworks, irregularities, and research hypotheses.

Chapter III – Research Methodology.

This chapter would like to introduce data research is described. This chapter will describe such as theoretical framework, research frameworks, research instrument, research design, data analysis, statistical processing, description analysis, and hypothesis testing

Chapter IV – Result and Discussion.

This chapter will discuss and describe the results of the data analysis and also reveal the research questions and answers in this chapter. To make it clearer for readers, the researcher also presents the discussion of these findings

Chapter V – Conclusions and Recommendations.

This chapter will be the end of the paper composed and presented from chapter four and also some of the opinions of the research and the researcher will put some the recommendation on it.