

The Effect of Workload and Person-Job Fit on Turnover Intention with Co-Worker Support as a Moderation Variable

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Abstract

This study aims to obtain empirical evidence about the effect of Workload and Person-Job Fit on Turnover Intention through Co-Worker Support as a moderating variable for CV employees. Jogja Caltics. The population in the study were all employees of CV. Jogja Caltics. Samples were collected using the saturated sample method with 51 employees as respondents. The method of analysis of this study uses Simple Linear Regression Analysis and Moderation Regression Analysis. The results of this study indicate that there is a significant positive effect between workload and turnover intention. There is a significant negative effect between Person-Job Fit on Turnover Intention and an insignificant negative effect between Co-Worker Support on Turnover Intention. Variable Co-Worker Support moderates the effect of Person-Job Fit on Turnover. However, it does not moderate the effect of workload on turnover intention.

Keywords : Turnover Intention, Workload, Person-Job Fit, Co-Worker Support.

Introduction

Tourism is currently one of the industrial sectors with the fastest growth in Indonesia. This sector is one of the main sources of income through foreign exchange earnings, job creation, and business opportunities, as well as infrastructure development. In 2018 tourism was ranked as the second largest foreign exchange earner in Indonesia after crude palm oil. In 2016, the number of visits by foreign tourists (tourists) reached 11.52 million visits, an increase of 10.70 percent compared to the number of visits the previous year (BPS, 2016). An increase in the number of visits, both foreign tourists and foreign tourists, should be balanced with an increase in supporting factors for tourism facilities and infrastructures such as hotel accommodations and restaurants.

Supplier selection is one of the most important activities to maintain the continuity of hotel operations. Therefore, it is necessary to select quality suppliers who can maintain quality and efficiency. One of the companies engaged in supplying hotel needs is CV. Jogja Caltics. This company is a distributor of amenities, linen, and chemical needs and requirements for hotels, and a small number of partners are restaurants and hospitals. The business as a hotel supplier is one of the most promising businesses, which causes the industry competition to become very tight. This requires CV. Caltics Jogja spurs productivity and innovation so that the products marketed are able to compete. In order to increase the company's

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competitiveness, quality and competent Human Resources (HR) are needed because HR is the main driving force behind the company.

One of the serious problems resulting from poor HR management is the high rate of turnover of employees. Turnover has a significant impact on companies related to the relatively large costs incurred due to having to re-recruit, orient, train, and supervise. In addition, as long as vacancies in employee positions will hinder the company's operations, the company must immediately find a replacement to fill the void. Many things can affect turnover, one of which is the mismatch between the individual and his job (person-job fit). According to Holland (in Robbins and Coulter, 2012) states that the theory of individual suitability for work is based on the idea of compatibility between the characteristics of an individual and his work environment. Incompatibility with work can be experienced by every individual in the world of work. One of the characteristics that indicate a mismatch of individual values to work can be seen in the employee's discomfort with his work. This discomfort can be overcome if employees want to learn about new things beyond their competence.

In doing a job, when humans carry out activities that exceed their abilities, it will cause fatigue, both physically and psychologically, so that employee work performance can decrease. According to Health Law No. 36 of 2009, the workload is the amount of work that must be borne by a position/organizational unit and is the product of the number of jobs and time. If a worker is able to complete and adapt to a number of tasks assigned at a certain time, then this does not become a workload. Social support can reduce the burden or problems faced by individuals. One form of social support is support from colleagues (co-worker support), which is a form of attention and assistance provided by colleagues to individuals both verbally and non-verbally, and other forms of support. Co-worker support refers to colleagues who help each other in their tasks when needed by sharing knowledge and expertise and providing encouragement and support (Zhou & George, 2001).

In this way, formulation of the problem in this study is as follows: 1) Does workload affect the Turnover Intention of employees of CV. Caltics Jogja?; 2) Does person job-fit affect the Turnover Intention of employees of CV. Caltics Jogja? 3) Does Co-Worker Support moderate the relationship between Workload and Turnover Intention for female employees of CV. Caltics Jogja? 4) Does Co-Worker Support moderate the Person-Job Fit relationship to Turnover Intention of CV. Caltics Jogja?. The aims of this study are as follows: 1) Knowing the effect of workload on the Turnover Intention of employees of CV. Caltics Jogja.; 2) Knowing the effect of person job-fit on Turnover Intention of employees of CV. Caltics Jogja.; 3) Knowing the effect of Workload on Turnover Intention moderated by Co-Worker Support for female employees of CV. Jogja Caltics. 4) Knowing the effect of Person-Job Fit on Turnover Intention moderated by Co-Worker Support for CV employees Jogja Caltics.

Literature Review

Turnover Intention

Turnover is the entry and exit of labor in a company within a certain period of time (Flippo, 1994). Robbins and Judge (2007) stated that turnover intention is when an employee has a tendency to quit his job, while turnover is a permanent resignation, either voluntarily or involuntarily, from an organization. Bodla and Hameed (2008) suggest that companies with *turnover* will incur high costs or risk losing social assets.

Workload

The workload is the effort that must be issued by a person to fulfill the "demand" of the job. At the same time, capacity is human ability/capacity. This capacity can be measured from a person's physical and mental condition. The workload in question is the size (portion) of the limited human capacity needed to do a particular job. Gawron (2008) defines workload as a set of task demands, as effort, and as activity or achievement. The workload is the amount of work that must be carried by a position or organizational unit and is the product of work volume and time norms (Soleman, 2011).

Person-Job Fit

The theory of personality- job fit (person job-fit) belongs to John Holland, this theory is based on the suitability of employees with their jobs (Robbins and Judge, 2007). Holland, in his research stated that when personality and work are very compatible, satisfaction will increase in employees. For example, a real person in a realistic situation is more suitable than a realistic person in a conventional situation. Person-job fit is defined as the match between the abilities of an individual and the demands of a job (Edwards, 1991). Person-job fit is defined as the compatibility between individuals and the jobs or tasks they perform at work.

Co-Worker Support

Social support can be considered as a condition that is beneficial to individuals who are obtained from other people who can be trusted, from these circumstances, the individual will know that other people pay attention, respect, and love him (Saronson, in Dwi, 2009). Social support is formed by three indicators, namely, spouse and family, superiors, and colleagues or friends (Suryaningrum, 2015). *Co-worker support* refers to colleagues who help each other in their tasks when needed by sharing knowledge and expertise and providing encouragement and support (Zhou & George, 2001)

Hypothesis

In order for this research to be more focused and to achieve the expected results, the authors put forward the following hypothesis:

- H1.** Workload has a positive effect on Turnover Intention employee
- H2.** Person-Job Fit Has a negative effect on Turnover Intention employee
- H3.** Co-Worker Support Moderates the relationship between Workload and Turnover Intention.
- H4.** Co-Worker Support Moderates the Person-Job Fit relationship to Turnover Intention.

Methods

Sampling and Procedures

This research was conducted on all employees of CV. Caltics Jogja, the data obtained in this study were taken using a questionnaire distributed to employees working at

CV. Caltics Jogja with a total of 51 respondents. Respondents were asked to fill out statements that had been made with a Likert scale of 1 (strongly disagree) to 5 (strongly agree). In this study, the analysis technique used is Path Analysis from the SPSS program.

Measures

Workload (X1)

Gawron (2008) defines workload as a set of task demands, as effort, and as activity or achievement. Meanwhile, according to Soleman (2011), the workload is the amount of work that must be carried by a position or organizational unit and is the product of work volume and time norm. The workload was measured using an instrument developed by Soleman (2011), a 5-point Likert-type scale with 5 items.

Person-Job Fit (X2)

Kristof et al. (2005) explained person-job fit as the suitability between individuals and jobs or tasks performed at work. Person-Job Fit was measured using an instrument developed by Kristof et al. (2005), a 5-point Likert-type scale with 6 items.

Turnover Intention (Y)

Employee turnover is a permanent resignation, either voluntarily or involuntarily, from an organization (Robbins, 2007). Meanwhile, Hartono (2002) states that turnover intention is the level or intensity of the desire to leave the company. Turnover Intention was measured using an instrument developed by Mobley et al. (1977), a 5-point Likert-type scale with 6 items.

Co-Worker Support (Z)

Co-worker support refers to colleagues who help each other in their tasks when needed by sharing knowledge and expertise and providing encouragement and support (Zhou & George, 2001). Co-Worker Support was measured using an instrument developed by Sudrianmunawar (2006), a 5-point Likert-type scale with 5 items.

Data Analysis

The hypothesis was tested using ANOVA (analyses of variance). ANOVA is used to test the differences between a number of population means by comparing the variances. This is done by giving the null hypothesis to the data population.

Result and Discussion

Result

Based on table 1, overall employees of CV. Caltics Jogja is dominated by male employees with 36 employees or 70.6%, aged 20 to 30 years with 24 employees or 47.1% with a production division of 36 employees or 70.6%. With high school education, as many as 25 employees or 49.0%, and with married status, as many as 32 employees or 62.7%.

Table 1. Characteristics of Employees of CV. Caltics Jogja

Teacher Identity	Category	Frequency	Percentage
Gender	Male	36	70,6%
	Female	15	29,4%
	Total	51	100%
Age	20 s/d 30 Years	24	47,1 %
	31 s/d 40 Years	7	13,7%
	41 s/d 65 Years	20	39,2%
	Total	51	100%
Division	Marketing	3	1,9%
	Purchasing	1	96,2%
	Accounting	2	1,9%
	Warehouse	9	17,6%
	Production	36	70,6%
	Total	51	100%
Last Education	Degree	7	13,7%
	SMA	25	49,0%
	SMK	12	23,5%
	SMP	7	13,7%
	Total	51	100%
Marital Status	Not Married	19	37,3%
	Married	32	62,7%
	Total	51	100%

Source : Primary data processing results, 2019

Table 2. Simple Regression Results

Model	Variabel	Coefficient	T	Sig-t	Significance 5%	Adj R2	Sig. F
Model 1	(Constant)	10.137	2.826	0,007			
	X1	0,885	4,069	0,000	Significant	0,237	0,000
Model 2	(Constant)	35.216	18.782	0,000			
	X2	-0,843	-6,046	0,000	Significant	0.416	0,000

Dependent Variabel = Turnover Intention

Source: Primary data processed, 2019

Testing the H1 and H2 hypotheses in this study were carried out by conducting a simple linear regression analysis with the data obtained processed first using the IBM SPSS program so that the analysis results as shown in Table 2 was obtained.

In this study, a simple regression model is used to explain the effect of the Workload variable on Turnover Intention, Person-Job Fit on Turnover Intention, and Co-Workers Support for Turnover Intention. Based on the results of the regression equation path analysis 1 in Table 2, the regression equation is obtained as follows:

Model 1: $Y = 10,137 + 0.885X1$

Model 2: $Y = 35,216 - 0,843X2$

Based on the results of the model test from Table 3 above, a moderation regression equation is obtained where model 3 is used to test hypothesis 3 and model 4 is used to test hypothesis 4. The equation can be seen as follows:

Model 3: $Y = 18.586+ 0.610X1- 0.575Z - 0.017X1Z$

Model 4: $Y = 63.876 - 3.389X2 - 1.943Z - 0.167X2Z$

The overall estimation results of the hypothetical relationship model between the variables in this study are presented in diagrammatic form as shown in Figure 1.

Table 3. Results Moderation

Model	Variabel	Coefficient	t	Sig-t	Significance 5%	Adj R2	Sig. F
Model 3	(Constant)	18.586	0.996	0.324	-	0.238	0.001
	X1	0.610	0.576	0.568	Not Significant		
	Z	-0.575	-0.448	0.657	Not Significant		
	X1*Z	-0.017	0.231	0.818	Not Significant		
Model 4	(Constant)	63.876	7.631	0.000	-	0.545	0.000
	X2	-3.389	-5.091	0.000	Significant		
	Z	-1.943	-3.221	0.002	Significant		
	X2*Z	-0.167	-3.770	0.000	Significant		

Dependent Variabel = Turnover Intention

Source: processed primary data, 2019

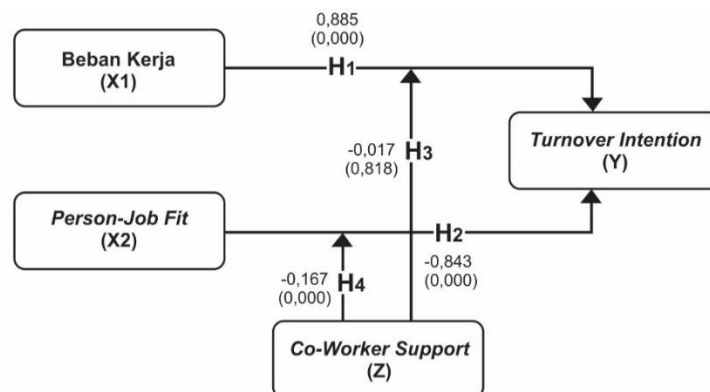


Figure 1. Estimating the Coefficient of Relationship Between Variables

Hypothesis Testing

Hypothesis 1. Workload has a positive effect on Turnover Intention employee

Based on the model 1 test in Table 2 it can be explained the results of testing the first hypothesis, which analyzes the direct effect of Workload (X1) on Turnover Intention (Y). From the results obtained, the value of the coefficient β is 0.885 (positive), which means that if the Workload variable is higher, Turnover Intention will increase. And conversely, if the Workload variable is lower, the Turnover Intention will decrease. The significant value of workload on Turnover Intention is 0.000, indicating that the influence received by Turnover Intention from the Workload variable is significant, because $0.000 < 0.05$. So the first hypothesis is accepted, because the results of the study show that workload has a positive influence on Turnover Intention.

Hypothesis 2. Person-Job Fit has a negative effect on the Turnover Intention of employee

Based on the model 2 test in Table 2 it can be explained the results of the second hypothesis testing, which analyzes the direct effect of Person-Job Fit (X2) on Turnover Intention (Y). From the results obtained, the value of the coefficient β is -0.843 (negative). This means that if the Person-Job Fit gets lower, the Turnover Intention will increase, and conversely, if the Person-Job Fit gets higher, the Turnover Intention will decrease. The significant value of Person-Job Fit on turnover intention is 0.000, indicating that the influence received by the turnover intention variable Person-Job Fit is significant, because $0.000 < 0.05$. So the second hypothesis is accepted, because the results of the study show that Person-Job Fit has a negative effect on Turnover Intention.

Hypothesis 3. Co-Worker Support Moderates the relationship between Workload and Turnover Intention.

Based on the model 3 test in Table 3 it can be explained the results of the third hypothesis test, which analyzes the effect of Workload (X1), which has been moderated by Co-Worker Support (Z) on Turnover Intention (Y). From the results obtained, the value of the coefficient β is -0.017 (negative). This means that if the interaction between Workload and Co-Worker Support increases, Turnover Intention will decrease by 0.017, assuming that the Person-Job Fit is constant.

Variable Co-Worker Support can be said to have succeeded in moderating the effect of the Workload variable on Turnover Intention by looking at its significance level, where for the fourth hypothesis test, a significance level of 0.818 was obtained, which means $0.818 > 0.05$, thus the fourth hypothesis is not supported because it exceeds the minimum threshold of significance. This means that Co-Worker Support is unable to moderate the influence of Workload on organizational commitment. Thus the third hypothesis is rejected.

Hypothesis 4. Co-Worker Support moderates the Person-Job Fit to Turnover Intention

Based on the model 4 test from Table 3 it can be explained the results of the fourth hypothesis test, which analyzes the effect of Person-Job Fit (X2), which has been moderated by Co-Worker Support (Z) on Turnover Intention (Y). From the results obtained, the value of the coefficient β is -0.167 (negative). This means that if the interaction between Person-Job Fit and Co-Worker Support increases, Turnover Intention will increase by 0.167, assuming that the Workload variable is constant.

Variable Co-Worker Support can be said to have succeeded in moderating the effect of the Person-Job Fit on Turnover Intention, it can be seen from its significance level,

where for the fourth hypothesis test, a significance level of 0.000 is obtained, which means $0.000 < 0.05$. This means that Co-Worker Support is able to moderate the effect of Person-Job Fit on Turnover Intention. Thus the fourth hypothesis is accepted.

Discussion

Workload has a positive influence on turnover intention

Based hypothesis one (H1) shows that workload has a positive and significant effect on Turnover Intention, meaning that if the workload is high, acceptance will also increase the employee turnover intention of CV. Jogja Caltics. These results are supported by previous research by Irvianti et al. (2015), which states that the variables of work stress and workload have a very strong and direct relationship with the variable turnover intention, which means that if work stress and workload are higher, the employee's desire to leave (turnover intention) will also increase and vice versa.

Person-job fit has a negative effect on turnover intention

Based hypothesis two (H2) shows that Person-Job Fit has a negative and significant effect on Turnover Intention, meaning that if the level of individual suitability with his job is high, it will reduce the intensity of turnover intention of CV employees. Caltics Jogja. These findings also support previous findings (Hollenbeck 1989; Saks & Ashforth 1997; Wilk & Sackett 1996), which implies that employees who have knowledge, skills, and abilities aligned with their job have less intention to leave their job. The results of this study also support research conducted by Kerse (2018), which says that Person-Job Fit has a significant negative relationship with Turnover Intention, if person-job fit is high, then the turnover intention is low.

Co-worker support does not moderate the effect of workload on turnover intention

Based on hypothesis testing three (H3) shows that Co-Worker Support does not moderate the effect of workload on Turnover Intention because its significance level exceeds the significant limit it should have ($0.818 > 0.05$). This means that the Co-Worker Support variable cannot influence Workload on Turnover Intention. The role of co-worker support as a moderating variable in this study is referred to as the Homologizer Moderator variable, or a moderating variable that does not interact with the independent variables and also the dependent variable (Ghozali, 2012). In this study, co-worker support did not have a significant effect. Although there is a negative relationship between workload and co-worker support, the results show that co-worker support does not make a significant contribution to explaining workload.

Co-worker support moderates the effect of person-job fit on turnover intention

Based on hypothesis testing four (H4) shows that Co-Worker Support moderates the effect of Person-Job Fit on Turnover Intention because it has a significance level less than the significant limit it should have ($0.000 > 0, 05$). This means that the Co-Worker Support variable can influence Person-Job Fit on Turnover Intention. The results of the study show that there is an interaction effect between person-job fit and co-worker support in reducing the intention to switch employees at CV. Jogja Caltics. This is because of turnover in CV. Caltics Jogja is mostly done by new

employees, where the process of accepting employees does not go through the stages of employee recruitment and orientation.

Conclusion

Based on the results of the analysis and discussion of the influence of Workload and Person-Job Fit on Turnover Intention with Co-Worker Support as a moderating variable for CV. Caltics Jogja, the following conclusions can be drawn:

1. There is a significant positive effect of Workload on Turnover Intention at CV. Caltics Jogja, so it can be concluded that H1 is accepted. Workload has a significant positive effect on Turnover Intention. This means that a higher level of workload can increase employee turnover intention at CV. Jogja Caltics.
2. There is a significant negative effect of Person-Job Fit on Turnover Intention in CV. Caltics Jogja, so it can be concluded that H2 is accepted. Person-Job Fit has a significant negative effect on Turnover Intention. This means that a higher level of Person-Job Fit can reduce Employee Turnover Intention in CV. Jogja Caltics.
3. Co-Worker Support does not moderate the effect of Workload on Turnover Intention. This means that Co-Worker Support cannot weaken or strengthen the effect of workload on turnover intention. So the third hypothesis is not supported.
4. Co-Worker Support moderates the effect of Person-Job Fit on Turnover Intention. This means that the higher the interaction between Co-Worker Support and Person-Job Fit, the lower the Turnover Intention of Employees in CV. Caltics Jogja, so it can be concluded that H4 is accepted.

Management Implication

Based on the results of this study, the suggestions that can be given by researchers are:

1. The management of CV. Caltics Jogja should focus on selecting employees whose personalities and values match the organization and their jobs. Selecting the right type of person for the right type of job will increase organizational productivity and will reduce turnover intentions.
2. The management of CV. Caltics Jogja should organize activities that can enhance cooperation and communication between individuals. For example, by applying for the sharing session program on a regular basis. Sharing sessions are sharing sessions filled by employees for fellow employees, the activities carried out can be in the form of sharing knowledge, skills, or experience. Through this activity, employees are expected to get to know each other, provide input and establish cooperation among fellow employees.

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