High workload and its application to employee loyalty in indonesian start-up companies

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Info Artikel	ABSTRAK
	Tenaga kerja perusahaan adalah salah satu faktor terpenting yang harus dipertimbangkan oleh setiap perusahaan. Sumber daya manusia pada dasarnya berupa orang-orang yang dipekerjakan oleh suatu perusahaan sebagai perencana dan pelaksana dari segala kegiatan dan kegiatan yang dilakukan oleh perusahaan dengan tujuan tertentu. Manajemen sumber daya manusia yang baik diperlukan untuk mengelola sumber daya manusia di perusahaan dan untuk memastikan bahwa keterampilan dan potensi setiap sumber daya manusia dimaksimalkan. Manajemen SDM bertanggung jawab untuk menangani berbagai hal terkait SDM dan bekerja sama dengan manajemen untuk lebih mengembangkan perusahaan. Tugas manajemen personalia adalah menciptakan lingkungan kerja yang nyaman dengan menghadirkan beban kerja yang sesuai dengan kemampuan setiap karyawan. Aspek-aspek tersebut dimaksudkan untuk meningkatkan loyalitas karyawan perusahaan. Tujuan dari survei ini adalah untuk mengetahui tanggapan responden mengenai beban kerja, lingkungan kerja, dan retensi karyawan di PLABS.ID dan untuk mengetahui apakah beban kerja dan lingkungan kerja merupakan faktor dalam retensi karyawan di PLABS.ID. untuk mengetahui pengaruhnya Metode penelitian yang digunakan adalah metode deskriptif dan verifikatif. Sampel yang digunakan dalam survei ini adalah seluruh karyawan PLABS.ID miliknya. Pengolahan data dilakukan dengan regresi linier berganda, analisis koefisien determinasi, dan pengujian hipotesis. Hasil survei menunjukkan bahwa terdapat pengaruh yang signifikan antara beban kerja terhadap tingkat retensi karyawan PLABS.ID dan lingkungan kerja terhadap tingkat retensi karyawan PLABS.ID, dan beban kerja dan lingkungan kerja memiliki pengaruh yang signifikan secara bersamaan. Dapat dikatakan bahwa Tentang retensi karyawan PLABS.ID.
	ABSTRACT
	A company's workforce is one of the most important factors that any company must consider. Human resources are basically in the form of people employed by a company as planners and implementers of all activities and activities carried out by the company with a specific purpose. Good human resources management is required to manage human resources in the company and to ensure that the skills and potential of each human resource are maximized. HR Management is responsible for handling various HR-related matters and works closely with management to further develop the company. The job of personnel management is to create a comfortable working environment by presenting a workload that matches the abilities of each employee. These aspects are intended to increase the loyalty of the company's employees. The purpose of this survey was to determine respondents' responses regarding workload, work environment, and employee retention on PLABS.ID and to determine whether workload and work environment are a factor in employee retention on PLABS.ID. to find out how it affects The research methods used are descriptive and verification methods. The samples used in this survey are all her PLABS.ID employees. Data processing is performed by multiple linear regression, coefficient of determination analysis, and hypothesis testing. The survey results show that there is a significant impact of workload on the employee retention rate of PLABS.ID and work environment the on employee retention rate of PLABS.ID, and both workload and work environment have a significant impact at the same time. It can be said that About employee retention PLABS.ID.

INTRODUCTION

A company's workforce is one of the most important factors that any company must consider. Human resources are basically in the form of people employed by a company as planners and implementers of all activities and activities carried out by the company with a specific purpose. Good human resources management is required to manage human resources in the company and to ensure that the skills and potential of each human resource are maximized. HR Management is responsible for

handling various HR-related matters and works closely with management to further develop the company. Tasks of human resource management itself, such as B. Recruiting and selecting potential employees, providing professional training, providing reasonable compensation, providing a workload that matches the capabilities of each employee, creating a comfortable working environment such as the provision of These aspects are intended to increase employee loyalty to the company.

PLABS.ID is a technology-based company founded in 2019 with a mission to simplify digitization across all touchpoints. PLASB.ID specializes in providing innovative and scalable technical solutions in the simplest possible way, PLASB.ID can be described as creative, scientist and engineer. PLASB.ID enables enterprises to work in the digital world by providing advanced technology through services including big data analytics, AI/machine learning, cyber security, web and PWA applications, mobile applications, IoT and drones, VR and AR. We offer solutions to successfully embrace networking. PLASBS.ID has worked with leading companies and institutions in various industries such as Pertamina Trans Continental, Alfamart, Padjadjaran University (UNPAD), Telkomsel, Nestlé and Marubeni Corp.

The workload is one of the factors that affect employee retention in a company. A workload is a task assigned to each working in a company, usually set as a goal to be completed within a certain period. Assigning workload must be balanced against each employee's skills and abilities. Because an imbalance leads to new problems, such as: low e oyee loyalty. According to Gibson in Chandra (2017:671), the workload is imperative to getting more done and not allocating enough time to get things done. A workload is the set or number of activities that a unit within an organization or a particular position holder must complete within a specified period (Rolos et al. 2018:21). To obtain corroborative data on the workload attributes provided by PLABS.ID, the researcher asked one of her PLABS.ID employees, namely her Mr. X (who retains her name according to the Code of Ethics), so I did an interview. Workload attribution indicates that the company provides heavy work according to each employee's position so that the work can be done to the maximum. He explained that by giving orders according to each employee's educational background, they ensure that they can do their jobs properly. In other words, it can be concluded that the provision of workloads to employees of PLABS.ID is considered according to the skills of each employee and is expected to increase employee loyalty to PLABS.ID. This study builds on previous work by Febriana and Kustini (2022), which found that workload has a large direct effect on employee loyalty, and that workload has a significant negative impact on employee loyalty. Consistent with previous work by Suryani and Rudi (2020), the workload has a big impact on employee retention.

Another factor that also affects employee retention is work environment factors. The work environment is another factor believed to influence employee retention. Because the working environment relates to the elements of employee comfort related to the environment in which the employee works. In general, employees feel comfortable when a company provides a suitable working environment to support their work. According to Anam (2018:46), the work environment is what surrounds the employee, and is the environment in which someone feels secure, comfortable, and satisfied in performing and completing tasks assigned by their supervisors. Make an impact. The work environment is what exists around the worker that can affect work performance, such as temperature, humidity, ventilation, lighting, workplace cleanliness, and the adequacy of work equipment. The work environment can be interpreted as the overall tools, the environment in which workers find themselves, the way they work, and the impact of their work as individuals and groups (Afandi, 2018:66). Researchers conducted a preliminary survey of 30 PLABS.ID employees regarding the work environment provided by the company. The majority of consumers say that the working environment around the company is clean, the company provides complete work facilities to support employees' work, there is air conditioning (AC) in all rooms, and the majority of employees Members state that they have harmonious relationships with other colleagues. Labor force. This indicates the provision of the work environment by PLABS.ID can be expected to improve the employee retention rate, as many employees feel comfortable in the work environment provided by the company. This study builds on earlier work by Lubis and Surya (2021), which showed that work environment variables have a significant impact on employee loyalty, and earlier work by Kertiyasa and Sulastri (2022), This is consistent with research that the environment has a large positive impact on employee retention.

Loyalty is the act of always supporting the company for which an employee works. Employees demonstrate loyalty and dedication to their work, colleagues, and workplace, and are willing to make

sacrifices as a result. According to Saidam of Herniwati et al. (2021), loyalty is the determination and ability of an individual to follow, act, and practice rules with full awareness and a responsible attitude. This is reflected in their positive attitude and work behavior. In general, loyalty can be interpreted as the loyalty, devotion, and trust given and shown to someone within the establishment who has a sense of love and responsibility that the company provides the best service and conduct. Loyalty, an attitude based on the desire to be good and loyal to one's job, company, leadership, and workplace, causes one to work hard and satisfy oneself and others. (Sutanto in I Munadzifah and A`rasy, 2021). Low employee loyalty to PLABS.ID is a serious problem that costs the company money. This is based on data on employee turnover, which continues to rise between 2018 and 2021. Below are data on the number of employees leaving PLABS.ID from 2018 to 2021:

Table 1 Number of Employees Leaving PLABS.ID From 2018 To 2021

Year's	Number of Employees	Employees Leave	Percentage (%)
2018	61	5	8,20%
2019	55	8	14,54%
2020	50	11	22%
2021	40	15	37,50%

Source: PLABS.ID, 2022

Looking at the number of PLABS.ID job separations from 2018 to 2021 in Table 1, it can be seen that the number of job separations has increased over the past four years. In 2018, five employees retired. In 2019, the number of retirees increased to eight. In 2020 the number of retirees increased again to 11 he and in 2021 it increased to 15. This attests to low employee loyalty to PLABS.ID, which was supported by a workload that matched each employee's competence and a work environment that was rated as good.

Based on the above, the company provides work according to the position of each employee, and the allocation of work volume is adjusted according to each employee's educational background, so the company's work volume allocation is appropriate. It is considered to be Regarding the working environment, PLABS.ID strives to provide a clean working environment, complete working facilities to support the work of employees, and the majority of employees to establish harmonious relations with other employees. We guarantee that you will. However, as employee turnover continued to increase over the past four years from 2018 to 2021, these two factors failed to increase employee loyalty to PLABS.ID, prompting the hiring process to resume. It indirectly caused the company a loss because it had to bear the burden. Runs for a long time. Quite a long and money has to be spent to carry out the recruitment process. This study is in line with previous research by Hasan (2021), where factors such as leadership style, workload, and work environment have an impact on employee retention all at once.

RESEARCH METHODS

This study's research methodology was descriptive and verifiable. Descriptive methods are used to identify the presence of independent variables, whether for one variable alone or for numerous variables (individual variables), without comparing or relating these variables to other factors, according to Sugiyono (2019:48). On the other hand, Sugiyono's (2019:38) validation approach entails a study carried out on a particular population or sample to test a theory already put forth by a researcher.

Populations dan Sample
Populations

Sugiyono (2019:126) defines a population as a generalized grouping of items or persons with particular amounts and features that researchers examine and extrapolate from. The entire PLABS workforce served as the study's sample. 40 employees overall in ID.

Sample

Sugiyono (2019:127) asserts that a sample is a representation of the size and makeup of a population. the 40 employees that made up the sample used for this investigation, known as PLABS.ID. A non-probabilistic sampling approach called saturating sampling was used in this investigation. Sugiyono (2019:133) defines saturation sampling as a sampling method in which the entire population is sampled. When the study wishes to generalize with extremely tiny mistakes or when the population

is relatively small—less than 30—this is done. A census that samples the entire population is another name for a saturated sample.

RESEARCH RESULTS AND DISCUSSION
Multiple Linear Regression Analysis

To forecast the dependent variable as the independent variable rises or falls, use multiple regression analysis. The findings of the data processing are as follows:

Table 2 Multiple Linear Regression Analysis Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.564	.507		3.114	.002
	X1	.308	.145	.286	2.926	.004
	X2	.528	.130	.546	4.060	.000
a. Dependent Variable: Y						

Source: SPSS Data Processing Results (Statistic Program for Social Science) 20.0

From the table above, we get the following formula:

$$Y = 0{,}564 + 0{,}308X_1 + 0{,}528X_2$$

Each variable can be understood using the multiple regression equation's findings as follows:

a. The positive sign of the constant value is 0.564, which indicates that the employee's loyalty is 0.564 if the workload and work environment variables are unchanged or equal to 0.

b. The positive regression coefficient for the workload variable is 0.308. In other words, as the value of X_1 (workload) changes, employee loyalty changes by 0.321, assuming work environment variables hold.

c. The positive regression coefficient for working environment variables is 0.528. That is, as the value of X_2 (work environment) changes, employee loyalty changes by 0.528, assuming the workload variable is fixed.

Coefficient of Determination Analysis

Coefficient of determination analysis is used to determine the strength of influence between variables. The results of the coefficient of determination analysis are shown in the table below:

Table 3 Coefficient Of Determination Analysis

Correlations

		X1	X2	Y
X1	Pearson Correlation	1	.591**	.608**
	Sig. (2-tailed)		.000	.000
	N	40	40	40
X2	Pearson Correlation	.591**	1	.715**
	Sig. (2-tailed)	.000		.000
	N	40	40	40
Y	Pearson Correlation	.608**	.715**	1
	Sig. (2-tailed)	.000	.000	
	N	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Processing Results (*Statistic Program for Social Science*) 20.0

To calculate the impact (contribution) of the workload (X_1) on the PLABS.ID employee retention rate (Y), find the coefficient of determination (Kd) using the following formula:

$$Kd = r^2 x100\%$$
$$= (0{,}608)^2 \text{ x } 100\%$$
$$= 36{,}97\%$$

The coefficient of determination (Kd) is 38.69%. This indicates that workload (X1) impacted employee retention (Y) on his PLABS.ID by 36.97%, with the remaining 36.97% of his being influenced by other variables not examined in this study. means to receive For example, work discipline, leadership style, work motivation, etc

Then, in PLABS, the work environment's (X2) coefficient of determination for employee retention (Y). ID is only partly:

$$Kd = r^2 x 100\%$$
$$=(0,715)^2 \text{ x } 100\%$$
$$= 51,12\%$$

The coefficient of determination (Kd) is 51.12%. This means that the working environment (X2) influences the employee's retention rate (Y) on his PLABS.ID by 51.12%, with the remaining 48.88% being influenced by other variables. Work discipline, leadership style, job motivation, etc., were not examined in this study.

The joint calculation is used to calculate the impact (contribution) of workload (X1) and work environment (X2) on employee performance (Y) in PLABS.ID is the R-square of the model summary table You can check from the value.

Table 4 Simultaneous Coefficient of Determination Analysis
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751[a]	.564	.541	.46187

a. Predictors: (Constant), X2, X1

Source: SPSS Data Processing Results (*Statistic Program for Social Science*) 20.0

The R-squared value, which corresponds to 56.40% of the SPSS output findings in Table 4, is 0.564. In PLABS.ID, the workload (X1) and work environment (X2) have a combined influence of 56.40% on employee retention (Y), with the remaining 43.6% coming from other factors. Other factors that were not taken into account in its studies have an impact on it.

Partial Hypothesis Test (t test)

Tabel 5 Results of Partial Hypothesis Testing (t-test)
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.564	.507		3.114	.002
	X1	.308	.145	.286	2.926	.004
	X2	.528	.130	.546	4.060	.000

a. Dependent Variable: Y

Source: SPSS Data Processing Results (*Statistic Program for Social Science*) 20.0

a. **Partial Hypothesis Testing X1**

It is clear from Table 5 above that the workload variable (X1) yielded a tcount value of 2,926. The two-way test table value is 1.989 when this value is compared to the ttable value in the t distribution table. = 0.05 and df = n-k-1 = 40-2-1 = 37. The tcount value originating from the workload variable (X1) is 2,926 > ttable 2,026 as shown by the data above. This leads us to the conclusion that there is a relationship between the employee retention rate and the PLABS.ID usage rate (X1) (Y).

b. **Partial Hypothesis Testing X2**

The working environment variable (X2) yielded a tcount value of 4.060, as seen in Table 5 above. = 0.05, df = n-k-1 = 40-2-1 = 37, and the two-way table value is 2.026. This value is compared to the ttable value in the t distribution table. As can be seen from the aforementioned numbers, the tcount value derived from the workload variable (X2) is 4,060 > ttable 2,026. The

working environment (X_2) influences PLABS.ID employee retention (Y), thus we can draw that conclusion.

Simultaneous Hypothesis Testing (F Test)

Tabel 6 Results of Simultaneous Hypothesis Testing (Test F)
ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	10.220	2	5.110	23.953	.000[b]
1	Residual	7.893	37	.213		
	Total	18.113	39			

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

Source: SPSS Data Processing Results (*Statistic Program for Social Science)* 20.0

Table 6 above enables us to determine that the F_{count} number is 23,953. This number is contrasted with F_{table}, which has a value of 3.25 in the distribution table F. = 0.05, df2 = n-k-1 = 40-2-1 = 37. F_{count} 23,953 > F_{table} 3.25, hence H_a is accepted and H_0 is denied. This demonstrates that employee retention (Y) in PLABS.ID is significantly influenced by workload (X_1) and work environment (X_2).

CONCLUSIONS

Based on the analysis and discussion of workloads and working environments for employee retention at PLABS.ID, the following conclusions can be drawn::

1. The workload variable for PLABS.ID is high. It can be said that PLABS.ID's variable working environment is good and PLABS.ID's variable employee retention rate is sufficient.
2. Workload variables are shown to significantly impact employee retention in PLABS.ID, based on hypothesis testing results.
3. The findings of the hypothesis test indicated that the retention rate of PLABS is significantly impacted by the evolving workplace. ID personnel.
4. According to the findings of the hypothesis test, the variables workload and work environment were discovered to have a substantial impact on employee retention in PLABS at the same time. ID.

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