The Influence of Workload and Compensation on Turnover Intention During Pandemic Covid-19 at Hotel ABC

by Rastitiati Juli

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Abstract

The research aimed to determine the influence of the workload and compensation on turnover intention during pandemic Covid-19 at Hotel ABC. The number of the sample of this research was 57 respondents by using saturated technique. The data was collected through questionnaires which were distributed to the whole of active employees of Hotel ABC. The analysis technique in this research includes a classics assumption test, a multiple linear regression analysis test, t-test, and coefficient determination by using SPSS for windows version 26 program. The result of this research showed that workload partially technique had a positive and significant effect on turnover intention with Sig. value 0,000<0,050 and compensation partially had a negative and significant effect on turnover intention with Sig. value 0,011<0,050 during pandemic Covid-19 at Hotel ABC. Based on the result of this study, Hotel ABC are expected to be more overcome the problem of the workload received by employees and provide appropriate compensation to maintain a low level of employee turnover intention.

Keywords: compensation, turnover intention, workload

Introduction

The Covid-19 pandemic is the spread of the corona virus from the city of Wuhan, China in 2019 to all countries, including Indonesia. The spread of the corona virus has an impact on all sector changes, especially in the tourism sector (Pradana & Mahendra, 2021). The tourism sector is currently experiencing a decreasing tourism activity due to pandemic Covid-19 which is almost collapse (Ibrahim et al., 2020). Human resources management is very important nowadays because they are need to managed and generate work motivation and improve employee performance. Employees who do not get a good environment will cause intention to leave the company to get better welfare and good environment (Narayana, 2020).

Employee intention to leave due to lack of job satisfaction, such as low remuneration, getting a better job, a poor work environment, no promotion opportunities, and getting unfair treatment. Employee intention to leave is the tendency of the employee's intention to quit his job which is the beginning of turnover (Hasibuan, 2014). Table 1 shows employee turnover data at Hotel ABC during 2019-2021.

Table 1: Employee Turnover Data at Hotel ABC
[Source: HRD Hotel ABC, 2021]

Year	Number of Employee	Number of Employee Turnover	Turnover (%)
2019	81	27	0,4
2020	71	16	1,1
2021	57	17	1,2

A high employee turnover rate indicates employees do not want to stay in the company longer which creates an intention to leave. Employee turnover intention is an early symptoms of employee turnover in a company, which a high rate of turnover is 10% per year (Gillies in (Susilo & Satrya, 2019). Based on data, employee turnover rate at Hotel ABC in 2021 was 1,2% which means low during pandemic Covid-19.

Intention to leave is directly influenced by the motivation received by employees. According to the Two Factor Theory by Herzberg there was two factors that increased employee motivation named motivational factor and hygiene factor. Motivational factor is directly related to their work, meanwhile hygiene factor are indirectly related to their work, such as salary or others that can prevent employee work dissatisfaction (Hasibuan, 2014; Mahendrawan & Indrawati, 2019).

Hotel ABC is one of the hotels in Bali that experiencing changes of pandemic covid-19. The first impact was an increase the employee workload due to a decrease employee turnover. Then, the second impact was the compensation decrement.

Table 2 shows the additional workload received by employee during pandemi Covid-19 in 2021. The addition of work formations faced for each employee who still actively working, especially in the back of the

house department such as Admin & General, Finance/Accounting, Sales & Marketing, and Human Resources.

The additional workload for employee who are still actively working received 2 to 3 fields of work. Each employee has more than one responsibility than their normal responsibility. The increment of workload is carried out when there is a vacant position in the department, because of that management required each employee to do a cross sectional program. The increase of workload will have an impact on turnover intention (Fabiyani et al., 2021).

Table 2: Employee Additional Workload
[Source: HRD Hotel ABC, 2021]

No	Department	Additional Workload	
		Before Pandemic Covid-19 (2019)	**During Pandemic Covid-19 (2021)**
1	Admin & General	General Manager	As General Manager & Gardener
		Revenue Manager	As Revenue Manager & Housekeeping
2	Finance	Director of Finance	As Director of Finance & Gardener
		Junior Cost Controller	As Junior Cost Controller storekeeper, receiving clerk, security
3	Human Resources	Director of Human Resources	As Director of Human Resources, Training Manager, security
4	Sales Marketing	Sales & Marketing Manager	As Sales & Marketing Manager & Public Area
		Sales Executive	As Sales executive & security

During pandemi Covid-19, Hotel ABC experienced reduction in compensation, both financial compensation and non-financial compensation. For financial compensation there is salary deduction which for Admin & General, Human Resources, Finance, Sales & Marketing, Front Office, Housekeeping, F&B Service, F&B Kitchen only get 50% salary from normal salary. Then, for Engineering and Security only get 75% salary from normal salary. Also, during pandemic there is no overtime payment and no uniform laundry service.

Not only decrement of financial compensation, but also there is reduction in training & development activities, no annual awarded programs, inadequate working environment and facilities, such as employee locker that were rarely cleaned and reduced use of air conditioner (AC). However, low compensation given, health benefit such as BPJS Kesehatan and BPJS Ketenagakerjaan still paid by the organization and a monthly service charge is still provided.

Based on the explanation, there is phenomenon that there is an increase in workload for employee and a reduction in employee compensation but it did not affect the employee turnover rate during pandemic covid-19 in 2021. Because of a discrepancy between phenomenon and theory, therefore this study is conducted to determine the influence of workload and compensation on turnover intention during Pandemic Covid-19 at Hotel ABC.

Literature Review

This study adopted two factors from Herzberg and JD-R (Job Demand and Resources) theory for explaining the phenomenon that should be examine. Two factor theory by Herzberg (Chiat & Panatik, 2019) was conducted to identify and analyze the factors of satisfaction and dissatisfaction factors that affect work motivation of employee consist of motivational factor and hygiene factor.

Motivational factor is defined as the behavior or process to encourage them to do their job. These factors include job achievement, recognition of employee, responsibilities towards the job position, opportunities decisions, challenges at work, promotion opportunities, and opportunities for self-development. If these factors are given poorly and low value, it can reduce job satisfaction and decrease intention to stay (Chiat & Panatik, 2019).

Hygiene factor is defined as a factor that strongly contributes to employee satisfaction. This factor is very important to meet employee expectations and prevent employee dissatisfaction. This factor includes company regulations, quality of supervision, work environment, and compensation. If these factors are given better or high value, it can maintain good job satisfaction and decrease employee turnover (Chiat & Panatik, 2019).

On another hand The Job Demand-Resources Theory (JD-R Theory) by Bakker and Demerouti (2001, Idayanti & Piartrini, 2020) which states that stress arises as a result of imbalance between employee demands and work capability which result in employee workload. There are two assumptions in this theory which are:

a. The first assumptions stated that there are two different categories named job demands and job resources. The dimensions of job demands are job pressure, job emotional conditions, work complexity, role conflict, and work conditions. Then, the dimension of job resources are autonomy in work, social support, feedback, opportunities for development, guidance.

b. The second assumptions stated that there are two processes that affect pressure and motivation at work. Job demands related to work pressure, while job resources related to the things that have potential motivation in improving employee performance. It means that good employee performance is influenced by work pressure or workload.

Based on those premises, these are these hypotheses are constructed:
H01: There is no positive and significant influence between workload and turnover intention at Hotel ABC during the Covid-19 pandemic.
Ha1: There is a positive and significant influence between workload and turnover intention at Hotel ABC during the Covid-19 pandemic.
H02: There is no negative and significant effect between compensation and turnover intention at Hotel ABC during the Covid-19 pandemic.
Ha2: There is a negative and significant influence between compensation and turnover intention at Hotel ABC during the Covid-19 pandemic.

Workload can be defined as a comparison between the capacity or ability of employees this the demands of work. The intensity of workload can cause various reactions including changes in physical conditions, emotional increases, changes of behavior, and changes in employee performance which were work must be done in certain time which means of they have a heavy workload can affect high turnover intention (Rahman, 2018; Rizka et al., 2020).

Several factor that affects workload according to Rahman (2018) consists of (a) internal factors includes gender, age, health status, motivation, and perception an (b) external factors includes work environment, facilities, and infrastructure at work and work organization. The indicators of workload can be divided into three aspects, which are target to be achieved, working conditions, and employment standards.

Compensation is all income as well as money, goods directly or indirectly received by employees that is important for employees which reflects their hard work. Compensation provided by the company was given based on their qualifications not based on gender. Compensation from the organization is expected as a reward to the employee after their work performances. Compensation according to Rivai (2011, at Djuanita, 2016) divided into groups such as financial compensation and non-financial compensation.

Financial compensation consists of salary, wages, achievement payments, incentives, commissions, bonuses, meal allowances, travel, retirement savings, telephone allowances, insurance, uniform, transportations, and leaves. While, non-financial compensation consists of positions, facilities, recognition, achievement, good environment. The indicators of compensation according to Simamora (2004 at Rahayu & Riana, 2017) which are salary and wages, incentives, allowances, and facilities.

Turnover intention is the intensity level of employees to leave the organization to get a better job. Turnover intention is a tendency to stop working voluntarily or change places of work according to their own choice caused by employee dissatisfaction with a job, either the work itself or inappropriate remuneration. High employee turnover can have a negative impact on the stability and uncertainty of the organization (Amri, 2021; Nurmiyati & Astuti, 2021; Riani & Putra, 2017).

Employee turnover intention is caused by several variables, including work stress, workload and non-physical work environment, as well as

working hours that exceed the required hours. This results in limited employees in completing work according to organization targets (Rahayu & Riana, 2017; Zaki & Marzolina, 2016). There are three indicators that are used to measure the desire to leave employees according to Mobley (1986 at Raharjo, 2021) which are thought of quitting, intention to quit, and intention to search another job.

Research Methodology

This study using descriptive statistical analysis method. Data collection techniques were collected by questionnaires. The population in this study used the entire population which were 57 active employees.

The workload was measured using 3 indicators from Putra, 2012 (Mufid & Wahyuningtyas, 2016), which were targets to be achieved, working conditions, and work standards. Compensation was measured using 4 indicators from Simamora, 2014 (Rahayu & Riana, 2017), which were salary, incentives, allowances, and facilities. Turnover intention was measured using 3 indicators from Mobley (Raharjo, 2021), which were thought of quitting, intention to quit, intention to search another job. All indicators were measured by using a 5-point Likert Scale, ranging from 1 was strongly disagree to 5 was strongly agree.

The data analysis technique using the IBM SPSS Version 26 which were consists of validity and reliability test, classical assumption test (normality, heteroscedasticity, multicollinearity), multiple linear regression analysis, determination coefficient test and effective contribution test.

Results and Discussions

The data in this study were collected through a Google Form contained information of characteristic respondent. Characteristic respondent based on gender were dominated by male respondents (67%). Characteristic respondent based on aged were dominated by aged 26-30 years (35%). Characteristic respondent based on education were dominated by respondent who have an undergraduate level (26%). Characteristic respondent by department were dominated by employees from the F&B Service department (18%). Characteristic respondent based on length of service were dominated by respondent who have working period of 1-2 years (67%).

The result of descriptive analysis in this study were used to see the average of each variable based on length of the interval class (1 to 5 class). Table 3 shows the result of average result of questionnaire tabulation.

Table 3: Tabulation Data
[Source: Primary Data, 2022]

No	Variabel	Average	Description
1	Beban Kerja	3,46	Tinggi
2	Kompensasi	3,95	Tinggi
3	Keinginan Keluar	2,12	Rendah

Based on Table 3, the result of workload variable tabulation was 3.46. This is means that the workload of employee during pandemic Covid-19 was in high category by interval 3.40-4.19. The lowest score was found in the 2nd statement item named "Your work environment provides task demands that exceed your abilities" with score was 3.26. This indicate that employee's work environment provides high workload with more work given and more dense task time during pandemic Covid-19.

The result of compensation variable tabulation was 3.95. This is means that compensation received by employee was in high category by interval 3.40-4.19. The lowest score was found in the 7th statement item named "Your current work atmosphere and environment is very comfortable and makes you passionate about work" with score was 3.09. This indicate that compensation consisting of financial and non-financial compensation is still given well and still provides sufficient salary, service charge, health insurance, incentives, and work facilities such as tolerance between each employee.

The result of turnover intention variable tabulation was 2.12. This is means that turnover intention of the employee was in low category by interval 1.80-2.59. The lowest score was found in the 2nd statement named "You think you are leaving your job because the working conditions are inadequate" with score was 2.07. This indicate that employee did not have intention to leaving the company during pandemic Covid-19.

Table 3: Tabulation Data
[Source: Primary Data, 2022]

Coefficients[a]					
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	*t*	*Sig.*
	B	*Std. Error*	*Beta*		
1 (Constant)	1.273	3.293		.386	.701
Workload	.548	.092	.595	5.951	.000
Compensation	-.159	.060	-.264	-2.645	0.11

Based on the Table 4 shows that the result of multiple regression analysis, it concludes the regression equation as follows:

$$TI = 1,273 + 0,548W - 0,159C$$

Description:
TI   = Turnover Intention
W   = Workload
C   = Compensation

The constant value is 1,273 that indicates if workload and compensation are constant, then turnover intention will be equal to 1,273. The workload regression coefficient value is 0,548 means that if the workload has

increased, while others variable is constant, then the turnover intention has increased by 0,548. The compensation regression coefficient value is -0,159 means that if compensation has increased, while others variable is constant, then the turnover intention has decreased by 0,159.

The result of the workload t-test on turnover intention shows that t-count is 5,951 which is higher than t-table (2,004) with Sig. value is 0,000<0,05. This is means that H_01 is rejected and H_a1 is accepted. It can be concluded that there is a positive and significant effect on turnover intention at Hotel ABC during pandemic covid-19. The result of compensation t-test on turnover intention shows that t-count is -2,645 which is higher that t-table (-2,004) with Sig. value is 0,000<0,05. This is means that H_02 is rejected and H_a2 is accepted. It can be concluded that there is a negative and significant effect on turnover intention at Hotel ABC during pandemic Covid-19.

Based on the coefficient determination test, workload has higher contribution of 38% on turnover intention, while compensation has lower contribution of 9,6%. This can be seen that workload and compensation has 47,6% contribution on turnover intention and the remaining 52,5% is influenced by other variables that are not explained in this study.

Based on those results, it can be explained that the workload has a greater influenced on turnover intention during pandemic Covid-19. Compensation has little effect on turnover intention because during pandemic, Hotel ABC management still continued provide health insurance, monthly service charge, while basic salary is deducted to avoid excessive company expenses.

Conclusions

The workload has a positive and significant effect on turnover intention during pandemic Covid-19 at Hotel ABC. If workload received by employee is increased, turnover intention will increase. Compensation has a negative and significant effect on turnover intention during pandemic Covid-19 at Hotel ABC. If compensation received by employee decrease, turnover intention will increase. Thus, based on these result H_a1 and H_a2 is accepted.

The workload that are given to employee causes employee work's environment uncomfortable because they are required to work multitasking and to do cross sectional department. To overcome these problems, it its necessary that management need to add a manning internship budget to help task demands of the employee and not to work overtime and cause uncomfortable environment.

The compensation that are given to employee has decreased due to saving expenses, but to overcome this problem management need to improved compensation in another hand in terms of cleanliness, such as dusty food display menus, piles of dirty cutlery, and the provision of sufficient cutlery. The locker facilities need to be repaired because there are leak of toilet water and lighting., unavailability of complete sanitary, and repairing broken locker. Having a comfortable work environment can

increase employee enthusiasm for work and reduce turnover intention in the organization.

Acknowledgment

References

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