

## Analysis Of Factors Influencing Employee Turnover Intention (PT. Anugrah Rekanan Abadi Mitra J&T Express)

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### ABSTRACT

**Submitted:** **Purpose of the study** — This research aims to explain the factors behind employee turnover intention at PT. Anugrah Rekanan Abadi Partner J&T Express.  
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**Accepted:** **Research method**— The study employs a qualitative method, utilizing interviews, observation, and documentation, while verifying data validity through data triangulation. Informants include leadership and employees selected through purposive sampling.  
08-26, 2024

**Published:** **Result**— The findings indicate that the factors influencing employee turnover intention at PT. Anugrah Rekanan Abadi Partner J&T Express are primarily economic factors and demographic factors.  
09-30, 2024

**Conclusion**— To address these issues, the company should consider reviewing the wage structure, providing clearer career development opportunities, and supporting education for young employees to foster a more stable work environment and reduce turnover intention.

**Keywords:** *turnover intention, employees, J&T Express.*



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## INTRODUCTION

Human resources are a vital aspect of a company's structure because they are a key component in producing goods and services (Gunaprasida and Wibowo, 2019). The human resource management approach is based on the understanding that every individual in a company is not just a company asset. Human resource management is responsible for various aspects including system planning, placement, management, assessment, compensation, and maintaining harmonious working relationships between executives and workers in order to support the company's activities and goals (Dewi Marwadati, 2020). A successful company not

only gets competent human resources, but connects employees with the company and offers the opportunity to stay in the company as long as possible. Therefore, companies need to understand that employee turnover intention is an important aspect in managing the workforce (Darmayanti, 2020). With low turnover intention, it can reduce costs and retain valuable knowledge and experience. However, on the other hand, if turnover intention increases as according to Delita and Susanto (2019), it will have a negative effect on a company by replacing employees with good quality so that the company must spend additional costs to recruit new employees. If a replacement has not been found, there will be instability which has a bad impact.

This research was conducted at PT. Anugrah Rekanan Abadi Mitra J&T Express, a multinational logistics company that is consistent in delivering goods on time. The operational process at PT. Anugrah Rekanan Abadi Mitra J&T Express involves certain steps to ensure smooth delivery of goods. Before sending packages, couriers must group the packages according to the closest route they will take, in an effort to avoid errors in delivery to customers. After the grouping is complete, the packages are then loaded into bags and transported to private vehicles or those provided by the company, with a delivery schedule between 10:00 and 16:00 WIB according to their respective work areas. This work area covers three areas around CPS Kosambi, namely DC Kosambi Krw 24, DC Dawuan Ckp 02, and DC Ciampel Krw 12. J&T Express company regulations cover several aspects related to labor management, one of which is Law No. 13 of 2003 concerning employment with this Law regulates various aspects of employment between companies, workers, including workers' rights and obligations.

PT. Anugrah Rekanan Abadi Mitra J&T Express has experienced good development along with the increase in e-commerce and high shipping demand. This makes the company face challenges in managing the turnover intention level well so that the company can ensure that operations remain efficient. Employee data at PT. Anugrah Rekanan Abadi Mitra J&T Express is as follows:

**Table 1.** Employee Data of PT. Anugrah Rekanan Abadi Mitra J&T Express

No	Position	Amount
1	<i>Office Manager</i>	1
2	<i>Finance Manager</i>	2
3	<i>Personalia Manager</i>	1
4	<i>Operational AdministrationStaff</i>	4
5	<i>IT Support</i>	1
6	<i>Technical Support</i>	1
7	<i>Staff Technical Support</i>	2
8	<i>Entry Staff</i>	5
9	<i>Customer Service</i>	2

No	Position	Amount
10	<i>Sprinter/ Courier</i>	140
<b>Total</b>		159

Source: PT. Anugrah Rekanan Abadi Mitra J&T Express

Next, the information data on employees entering and leaving PT. Anugrah Rekanan Abadi Mitra J&T Express is as follows:

**Table 2.** Data on Employees Entering and Leaving PT. Anugrah Rekanan Abadi Mitra J&T Express

Year	Number of Employees Entered	Number of Employees Leaving
2020	33	16
2021	23	-
2022	40	3
2023	12	6

Source: PT. Anugrah Rekanan Abadi Mitra J&T Express

Based on employee data from 2020-2023, there has been an influx and outflow of employees at PT. Anugrah Rekanan Abadi Mitra J&T Express, which shows that in 2023 there will be an increase in employees leaving the company and it can be seen that each employee has specific duties and functions in carrying out operational processes so that when one of the employees leaves it will cause instability in the company's operations. One of the causes of employee turnover is the increase in turnover intention again.

The results of Ira Masita's research (2021) show that factors that influence the intention to quit come from personal factors such as dissatisfaction with the workload, career development, and age. According to Munawir Nasir (2022) in his research, it was stated that there is a correlation between Organizational Citizenship Behavior and the intention to change jobs at PT. Bank Syariah Indonesia Tbk KC Makassar 2 involving 52 respondents. The results of the study showed that voluntary actions to support the work of coworkers have a negative impact on the intention to change jobs.

Mawadati & Saputra's (2020) research on CV Cipta Usaha Mandiri showed that job satisfaction does not affect the intention to leave the company where they work, but work stress can affect it. Based on previous phenomena and research, this study aims to determine the factors that influence employee turnover intention at PT. Anugrah Rekanan Abadi Mitra J&T Express.

## LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

### A. LITERATURE REVIEW

#### a. Management

According to Hasibuan (2020) management is the science and art of controlling processes for efficient and effective utilization of resources. According to Imam Wahjono (2022) management is a combination of knowledge that represents behavior: planning, organizing, directing, guiding, and monitoring. According to Kristina and Widyaningrum (2019) management is the collaboration of resources through the process of planning, organizing, decision-making and monitoring employees.

Based on the definition of management above, it can be concluded that management is the science and art of managing a combination of knowledge that represents a series of processes of planning, directing and supervising employees.

#### **b. Human Resource Management**

According to Bartos in Eri (2019) human resource management includes efforts to develop, manage, and protect human resources involved in formal work ties or working independently. According to Hasibuan in Eri (2019) human resource management is defined as a combination of managing employee interactions and contributions to achieve performance and business goals, employees, and the surrounding environment. According to Flippo in Eri (2019) human resource management is several activities including planning and monitoring related to recruitment and termination of employment relationships with the aim of achieving harmony.

Based on the definition of human resource management above, it can be concluded that human resource management includes efforts to develop, manage, and protect the workforce to achieve performance and effectively help achieve business, employee, and community goals.

#### **c. Turnover Intention**

According to Widjaja in Jabbar (2019) turnover intention is the intention to move to another workplace. However, it has not yet reached the actual implementation stage. This intention to leave arises because of a mismatch with the job which results in the intention to leave the job. Turnover Intention is the intention to change from one job to another for certain reasons (Fajar, 2020). According to Handoko in Nurfitriyani (2023) turnover intention can be explained that the intention to change jobs occurs if an employee sees a better career opportunity elsewhere.

Based on the definition of turnover intention above, it can be concluded that turnover intention is the intention to move from one workplace to another as a depiction of feelings about the employee's desire to leave the organization by seeing better career opportunities elsewhere. Dimensions and indicators of turnover intention according to Staffelbach in Jabbar (2019) the dimensions of turnover intention are:

##### **1. Economic Factors**

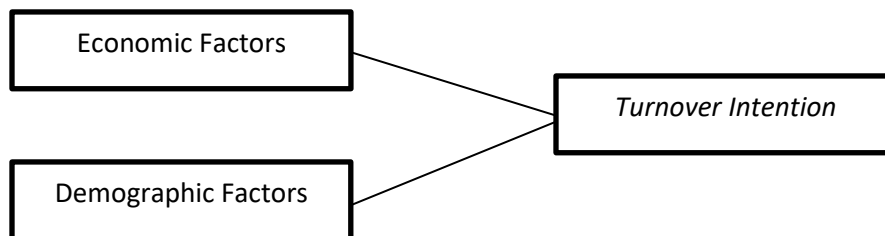
Economic factors can influence the level of turnover intention by involving aspects of employee economic welfare and can be a significant factor in making decisions to tend to stay or change jobs. Indicators of this economic factor dimension are: wages and external opportunities (Staffelbach in Jabbar, 2019).

## 2. Demographic Factors

Demographic factors can influence the level of turnover intention with aspects related to the state and dynamics of the population. Indicators of this demographic factor dimension are: age and education level (Staffelbach in Jabbar, 2019).

### B. HYPOTESIS DEVELOPMENT

From the description above, a framework of thought can be made that can be used in this study. The following is a framework of thought based on sources from Staffelbach in Jabbar (2019):



**Figure 1.** Framework of Thought

### PROPOSITION

The proposition in this study refers to a deep understanding so that it will provide information for the company, namely economic factors and demographic factors in an effort to reduce the level of employee turnover intention.

### METHOD

#### a. Research Design

This study uses a qualitative research method. The study was designed to study the condition of natural objects and the data collection techniques were carried out using observation, interviews, and documentation.

#### b. Research Location

The research location was chosen based on the relevance of the discussion. Therefore, the study was conducted at PT. Anugrah Rekanan Abadi Mitra J&T Express.

#### c. Research Participants

In this study, there were participants who would explain who the informants were who had an important role in the data collection process. The informant criteria were J&T employees with a 3-year criterion to answer and provide information to researchers.

#### d. Sampling Technique

The sampling technique in the study was to use purposive sampling on informants, namely informants who had a length of service as employees with a range of 3 years, and had a deep understanding of turnover intention. The informants consisted of key informants, namely

personnel managers, then the main informants, namely operational administration staff and supporting informants, namely couriers at PT. Anugrah Rekanan Abadi Mitra J&T Express.

#### ***e. Data Collection Technique***

Data collection techniques using interviews, observations and documentation.

- 1) Interview; The researcher conducted interviews with employee informants at PT. Anugrah Rekanan Abadi Mitra J&T Express. The interview used was an in-depth interview.
- 2) Observation; Observation aims to find information about ongoing activities that can be used as study material, especially research on employee turnover intention at PT. Anugrah Rekanan Abadi Mitra J&T Express.
- 3) Documentation; Documentation is the process of collecting data by investigating the place, time of implementation and written objects such as books and documents related to turnover intention.

#### ***f. Data Source***

Data sources are sources of supporting information for the implementation of the research. Research data were obtained from two sources, namely:

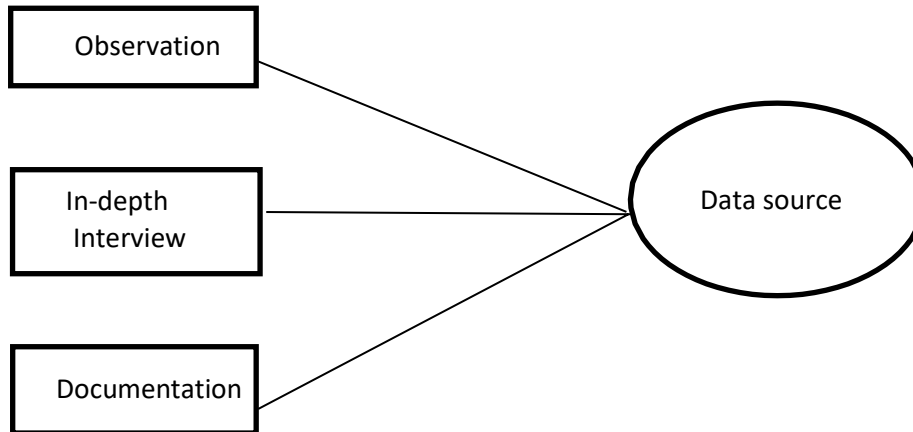
- 1) Primary Data; The primary data source in this study is the key informant, namely the Personnel Manager, then the main informant, namely the Operational Administration Staff and supporting informants, namely the courier at PT. Anugrah Rekanan Abadi Mitra J&T Express.
- 2) Secondary Data; Secondary data sources are taken from several library books, theses, journals, and documents related to turnover intention.

#### ***g. Data Analysis Techniques***

Data analysis can be carried out throughout the data collection process until completion, such as during the interview process, the researcher has analyzed the informant's answers. If the answers are not satisfactory, then according to Miles in Sugiyono (2020) the process continues until the data is considered saturated or there is no additional relevant new information. The stages of data analysis include data reduction, data presentation, and drawing conclusions.

#### ***h. Data Validity***

Data validity is very important to guarantee the final results of a study. Therefore, data validity checking techniques are very necessary. One way to achieve data validity is through verification techniques, such as data triangulation (Sugiyono, 2020). Data triangulation techniques include observation, in-depth interviews, and documentation, as illustrated in the image below:



**Figure 2.** Triangulation Data

## RESULTS AND DISCUSSION

### A. RESULTS

With respondents consisting of two people in the leadership section and three people in the courier section at PT. Anugrah Rekanan Abadi Mitra J&T Express. Based on the results of the data collection, both groups of respondents are known to have worked for more than three years. Therefore, respondents are expected to share information about the topic of discussion at PT. Anugrah Rekanan Abadi Mitra J&T Express. The following are various aspects of research findings based on interviews, observations, and documentation.

#### **Economic Factors**

Economic factors are a guarantee of welfare obtained by workers in the form of wages. Guaranteed economic factors that are met will have a positive impact on performance, while if they are not good, they can result in turnover intention. This has been confirmed by the results of observations and courier employees who stated:

"In wages or salaries themselves, it is sufficient for daily life. In the distribution itself, there is a monthly pay slip that is given so that the couriers do not worry about it, especially here there is additional money. If in the factory, maybe overtime money is called, but in our case it is an incentive if there is no such thing, maybe we will also look for other additional work to be able to meet our daily lives. However, we still want a salary increase because the incentive was obtained if we delivered packages outside the target."

In addition to wages, one of the economic factors that can cause turnover intention is external opportunities. External opportunities are related to promotions or promotions of employees in a company. In line with the quote from the Operational Administration Staff section, he stated:



"In the last few years there has been employee turnover, even in 2023 there have been more than 5 people who have left. The cause is that some are not disciplined in their work and some feel that there is no progress in their careers. From the company itself, for this matter, there is a special policy regarding job promotions, namely in responsibility, ethics and consistency. If there is a courier employee who we think is good, it is not impossible that he will be appointed as an admin one day so that in the career ladder stage we are selective in choosing as long as the worker has the will and obeys the regulations".

### ***Demographic Factors***

Demographic factors are a science that studies the characteristics and behavior of a person that can be influenced by certain factors. Demographic factors include age and level of education can be factors that can influence employee turnover intention in a company. This was confirmed by the Personnel Manager of PT. Anugrah Rekanan Abadi Mitra J&T Express. As quoted below:

"For young people, they are probably still looking for work that they think is comfortable. Then, from some employees who have left, the reason is the heavy workload that exceeds their abilities and this also applies to employees who can be said to be old, maybe because their energy is not optimal so that the target is not achieved, those things make them think about leaving the company. "

This indicates turnover intention due to the instability of young employees. If it is considered not good, they will submit a resignation because of the perception of being young so that they have many opportunities to find work that suits their desires. Both young and old ages have similarities when involved in a heavy burden at work and the inability to complete work according to target. In line with the interview quote with the courier employee, he stated:

"Because I am no longer young, the thought of resigning from that job exists, coincidentally I also have a shop business at home but anyway when I am still strong and have the energy I will continue to work. "

Employees of PT. Anugrah Rekanan Abadi Mitra J&T Express have educational levels ranging from S1 to high school. Education level also affects turnover intention. This can be seen from the statement of the courier employee, who stated:

"There is a desire to look for another job when I have a degree. I do this job to increase my income and daily life as well as to gain experience."

This is also confirmed as seen in the interview quote with Operational Administration Staff who stated:



"Of course there is, but the company itself equates both education level and gender, we assess from performance and absence. If you do not follow the rules then SP 1, SP 2 and even SP 3 will be there. "

Turnover intention in terms of education also exists because with increasing education level, there will be an intention to obtain a good position in the company according to the level of education.

## **B. DISCUSSION**

Based on the results of interviews with 2 leaders, 3 courier employees, it can be stated that the turnover intention that occurs at PT. Anugrah Rekanan Abadi Mitra J&T Express is quite high due to economic factors and demographic factors. In economic factors, there are wage factors and external opportunities that can trigger employee turnover intention levels if they are not met properly. As according to Zeffane in Puspa (2019) the factors that impact turnover intention are external opportunities which include position, wages and work skills. Then, demographic factors include age and level of education. In terms of age, there are many field employees, especially the courier section, who are employed at a young age who want to get a more ideal job and old age who are no longer prime who are likely to quit their jobs. As according to Mobley in Paramarta and Darmayanti (2020) that various factors are related to the desire to change jobs, namely: personal characteristics including age, where young employees have a great chance of leaving because they have a great opportunity to get a new job. In addition, considering the quality of education, the education component is also questionable.

## **CONCLUSION**

Research shows that employee turnover intention at PT. Anugrah Rekanan Abadi Mitra J&T Express tends to be high and is influenced by economic and demographic factors as based on courier statements and validated by the Personnel Manager and Operational Administration Staff. Economic factors are related to inadequate wages and limited external opportunities in communication between management and employees, resulting in a lack of information and becoming the main trigger for employees to seek employment opportunities outside the company.

Meanwhile, in terms of demographic factors, courier employees recruited from young people tend to have a high turnover intention rate because of the ambition to get a more suitable job. The following is supporting data showing the age interval based on employees who resigned from PT. Anugrah Rekanan Abadi Mitra J&T Express:

Table 3. Employee Data at PT. Anugrah Rekanan Abadi Mitra J&T Express)

<b>Year</b>	<b>Number of Employees Leaving</b>	<b>Age Interval</b>
2020	16	20-25 Year

Year	Number of Employees Leaving	Age Interval
2021	-	-
2022	3	19-35 Year
2023	6	21-27 Year

Source: PT. Anugrah Rekanan Abadi Mitra J&T Express

Education level is also an important factor, especially for young employees who are still studying in college, showing the intention to get a job that matches their level of education after graduating as validated by the Operational Administration Staff. To overcome this, companies can consider reviewing the wage structure, providing clearer career development opportunities, and supporting education for young employees to create a more stable work environment and reduce turnover intention.

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