The Influence of Placement and Workload on Turnover Intention With Motivation as a Mediating Variable in Outsourcing Employees

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Abstract. This study aims to identify the influence of job placement and workload on turnover intention, with motivation as a mediating variable among outsourcing employees at PT. Semesta Multi Sekurindo (PT. SMS). The object of this research is the outsourcing employees of PT. SMS. The approach used in this research is a quantitative approach with descriptive and verificative analysis. The sample size consists of 72 respondents selected through purposive sampling technique. The hypothesis testing results indicate that there is a significant relationship between job placement, workload, turnover intention, and motivation. Thus, the results of this study, both theoretically and practically, can be used by all related parties to minimize the turnover intention faced by the company.

Keywords: Job Placement, Work load, Turnover Intention and Motivation.

Introduction

The performance of employees plays a crucial role in the success of any organization. To ensure smooth operations, companies must implement effective human resource strategies, including recruitment, development, placement, and retention. Susan E (2019) highlights that HR management involves optimizing human capital to achieve organizational goals efficiently and effectively. A common issue in HR management is turnover intention, where employees consider leaving the company. High turnover rates indicate HR problems that require immediate attention, leading to increased recruitment costs, operational disruptions, and the loss of valuable skills and knowledge.

PT. Semesta Multi Sekurindo (PT. SMS), operating as Keyguards Security, faces high employee turnover, a critical issue for this B2B security services provider that relies heavily on its workforce. According to the CEO, aligning employee performance with company goals is essential in the competitive security sector, and motivation is key. Using Maslow's hierarchy of needs as a framework (Masfufah, 2017), PT. SMS addresses various employee needs: physiological needs like food and shelter through adequate salaries and healthcare, safety needs with stable employment, uniforms, and safety training, social needs by fostering teamwork and organizing events, esteem needs through promotions and recognition programs, and self-actualization by offering

personal growth and training opportunities. In 2023, the company saw significant fluctuations in employee turnover across different regions, as shown in Table 1.

Table 1. Turnover Data for 5 Areas of PT. SMS in 2023.

Area	Total Employees	Employees Leaving	Turnover Rate
Area 1	50	10	20%
Area 2	40	8	20%
Area 3	60	12	20%
Area 4	45	9	20%
Area 5	55	11	20%

Source: Human Resources PT. SMS

The high turnover rate at PT. SMS highlights several issues, including mismatched job placements, unbalanced workloads, and lack of motivation and recognition. Gallup suggests an ideal turnover rate of 10% annually, though this varies by industry (Nurlaela, 2020). PT. SMS requires each area to replace 5 security members annually through fixed-term contracts (PKWT), yet Table 2 shows that each area has 5 or more employees leaving per year. A preliminary survey indicates 76.67% of security members are seeking other jobs due to unsuitable placements and inadequate compensation. Irfan Johar et al. (2022) identified four indicators of turnover intention:

1. Workplace Fairness: Employees' perception of equitable treatment in task assignments.
2. Work Stress: Psychological pressure from demands that exceed employees' capabilities.
3. Job Search Desire: Dissatisfaction prompting employees to seek new employment.
4. Turnover Intention: The inclination to leave due to unfavorable working conditions.

The preliminary survey on work motivation indicated that many security members feel unappreciated, and relationships between members and leaders are weak. Additionally, there is a perception that a career path for security guards is unclear. Work motivation is driven by the desire to achieve work goals, with key indicators identified by Afandi (2018) including:

1. Compensation: Goods and monetary rewards received by employees.
2. Working Conditions: The environmental factors that support employee performance.
3. Work Facilities: Resources and amenities provided for employees.
4. Job Performance: The achievements and effectiveness of employees.
5. Recognition: Appreciation and acknowledgment from superiors.
6. The Job Itself: Engagement in work tasks that can motivate others.

The preliminary survey questionnaire results related to job placement show that 63.33% of security members feel their placement by PT. SMS does not match their skills. The mismatch between job placement and workload affects work motivation negatively. According to Bangun Wilson (2012) in Paais (2020), employee placement is related to a person's abilities and talents concerning the job they will perform. According to

Suwatno (2013) in Novita and Karneli (2022), there are several indicators of job placement, including:

1. Education, such as the minimum required education or alternative education.
2. Job knowledge, such as basic knowledge to understand a job and the procedures and methods of the work process.
3. Job skills, such as mental skills, physical skills, and social skills.
4. Work experience, such as the length of time performing a particular job.
5. Age factor, such as the suitability of the employee's age with the job position.

An employee's workload is a significant determinant of productivity and employee turnover. If the workload is below standard, it can lead to laziness and provide opportunities for non-productive activities, which will affect work enthusiasm. The preliminary survey results on workload show that 70.83% of the responses were "No," indicating that this issue needs further attention from PT. SMS management. According to Yuliantini and Suryatiningsih (2021), there are two indicators of workload:

1. Physical demands, which include physical health conditions, employees' mental conditions, and employees' psychological conditions.
2. Task demands, which include too much/too little workload and excessive/insufficient workload.

Based on the data collection and preliminary survey results, it is evident that the issue of unsuitable job placement causes dissatisfaction and stress among employees, ultimately increasing their intention to leave the company. Therefore, the researcher is interested in conducting a further study on "The Influence of Placement and Workload on Turnover Intention with Motivation as a Mediating Variable among Outsourcing Employees at PT. Semesta Multi Sekurindo."

Literature

The placement process involves identifying and acquiring skilled employees (Anita, 2023). Following selection, job placement assigns employees to roles that align with their competencies, which enhances enthusiasm and performance (Paais, 2020). Yuniarsih and Suwatno (2013) emphasize that effective job placement matches employee qualifications with job requirements and begins after successful recruitment and selection.

Workload encompasses the tasks employees must complete within a specific timeframe, impacting productivity and turnover (Diana, 2019). According to Hart and Staveland (1988), workload arises from the interplay between job demands and employee skills, factoring in task difficulty and required effort.

Turnover intention negatively affects organizations when employees decide to leave. Mawadati et al. (2020) define it as the voluntary desire to leave a job, while Mobley (1986) identifies organizational factors (position, salary, workload) and personal factors (tenure, education, career interests) as primary causes.

Work motivation, a frequent topic among leaders, is based on Maslow's hierarchy of needs, which includes physiological, safety, social, esteem, and self-actualization needs (Maslow, 1970)—all driving factors for employee motivation and performance.

Research Methods

This research employs a quantitative approach with descriptive and verificative analysis, examining job placement and workload as independent variables, motivation as the mediating variable, and turnover intention as the dependent variable. Data were collected via a validated and reliable questionnaire, and analyzed using multiple regression after converting ordinal data to interval via the Method of Successive Interval (MSI). Classical assumption tests—normality, multicollinearity, autocorrelation, and heteroscedasticity—were conducted. The sample includes 72 purposively selected male respondents aged 25-50, with relevant work experience and education.

Research Result

Data for this study were collected via a Google Forms questionnaire distributed to 72 security personnel at PT. SMS across various security areas. The 45-item questionnaire aimed to capture perspectives on job placement, workload, motivation, and turnover intention. Respondents were 100% male, with the active age group of 25-30 years comprising 23.61%. The majority, 75%, held a high school or vocational high school education. This demographic focus allowed the researcher to observe differences in perceptions, knowledge, and behavior patterns based on age and education.

Validity Testing

Validity testing ensures that the research instrument accurately measures the intended variables. Conducted before using the questionnaire on the sample, it confirms that the instrument is suitable for measuring job placement, workload, motivation, and turnover intention. With an r table value of 0.2319 at a 0.1 significance level, correlation coefficients for each questionnaire item, calculated using SPSS, exceeded this threshold. Since all items for Job Placement (X1), Workload (X2), Motivation (Z), and Turnover Intention (Y) showed correlation values above 0.2319, the questionnaire was deemed valid for further research use.

Reliability Testing

Reliability testing assesses the consistency of a questionnaire to ensure it yields valid results. In this research, reliability was evaluated using SPSS, with a Cronbach's alpha threshold of 0.6 indicating reliability. The results showed that Cronbach's alpha values were as follows: job placement (X1) at 0.907, workload (X2) at 0.889, motivation (Z) at 0.951, and turnover intention (Y) at 0.857. Since all variables exceeded the 0.6 threshold, the questionnaire was deemed reliable.

Research Model Testing and Hypothesis Testing

Multiple regression is useful for testing the effect of two or more independent variables on a dependent variable. Multiple linear regression testing in this study was performed using the SPSS Statistics application. The following are the results of the multiple linear regression tests for sub-structural I and sub-structural II.

Table 2. Results of the Multiple Regression Test for Sub-Structural I

Model		Unstandardized	Coefficients	Standardized Coefficients
1		B	Std. Error	Beta
	Constant	5,934	5,834	
	Penempatan Kerja (X1)	0,443	0,149	0,332
	Beban Kerja (X2)	0,876	0,215	0,453

Based on the table above, the regression model obtained is as follows:

$Z = PZX1 + PZX2 + \varepsilon1$.................................... (1)

$Z = 0,332X1 + 0,453X2 + 0,502\varepsilon1$

Table 3. Results of the Multiple Regression Test for Sub-Structural II.

Based on the table above, the regression model obtained is as follows:

Model		Unstandardized	Coefficients	Standardized Coefficients
1		B	Std. Error	
	Constant	3,972	3,589	
	Penempatan Kerja (X1)	0,356	0,097	
	Beban Kerja (X2)	0,707	0,146	

$Y = PYX1 + PYX2 + PYZ + \varepsilon1$.................... (2)

$Y = 0,428X1 + 0,589X2 - 0,325Z + 0,485 \varepsilon1$

Coefficient of Determination Test (R2)

The results of the coefficient of determination in this study for sub-structural I and sub-structural II are presented in the following table.

Table 4. Results of the Coefficient of Determination Test for Sub-Structural I.

Model	Adjusted R Square	Std. Error of the Estimate
1	0,498	7,857

From the table above, it can be seen that the adjusted R Square value is 0.498 or 49.8%. This coefficient of determination value indicates that the variables Job Placement and Workload can explain 49.8% of the Motivation at PT. Semesta Multi Sekurindo, while the remaining 50.2% is explained by variables not included in this research model.

Table 5. Results of the Coefficient of Determination Test for Sub-Structural II.

Model	Adjusted R Square	Std. Error of the Estimate
1	0,515	4,797

Hypothesis Testing

Table 6. Results of the F-Test for Sub-Structural I.

Model		F	Sig.
1	Regression	36,288	,000
Dependent Variabel : Z			
Predictors : (Constant), X2, X1			

From the table above, it can be seen that the calculated F value is 36.288, which is greater than the F table value of 3.130, and the significance value is 0.000, which is less than 0.05. This indicates that the variables Job Placement and Workload have an effect on Motivation at PT. Semesta Multi Sekurindo.

Table 7. Results of the F-Test for Sub-Structural II

Model		F	Sig.
1	Regression	26,101	,000
Dependent Variabel : Y			
Predictors : (Constant), Z, X2, X1			

The results of the t-test for the variables are as follows:

1. For the Job Placement variable (X1), the calculated t value is 2.978, which is greater than the t table value of 1.99547, and the significance value is 0.004, which is less than 0.05. This indicates that there is an effect of Job Placement on Motivation.
2. For the Workload variable (X2), the calculated t value is 4.071, which is greater than the t table value of 1.99547, and the significance value is 0.00, which is less than 0.05. This indicates that there is an effect of Workload on Motivation.

Table 8. Results of the t-Test for Sub-Structural I.

Model		t	Sig.
1	Constant	1,017	,313
	Penempatan Kerja (X1)	2,978	,004
	Beban Kerja (X2)	4,071	,000

The Job Placement variable (X1), the calculated t value is 2.978, which is greater than the t table value of 1.99547, and the significance value is 0.004, which is less than 0.05. For the Workload variable (X2), the calculated t value is 4.071, which is greater than the t table value of 1.99547, and the significance value is 0.00, which is less than 0.05.

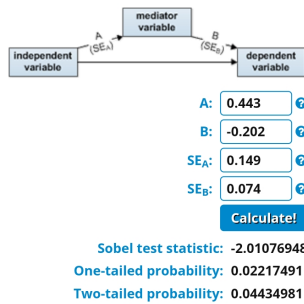**Table 9.** Results of the t-Test for Sub-Structural II

Model		t	Sig.
1	Constant	1,017	,272
	Penempatan Kerja (X1)	3,682	,000
	Beban Kerja (X2)	4,832	,000
	Motivasi (Z)	-2,748	,008

The t-test results show that Job Placement (X1), Workload (X2), and Motivation (Z) all significantly impact Turnover Intention, with t values of 3.682, 4.832, and 2.748, respectively, all exceeding the t table value of 1.99547 and p-values below 0.05.
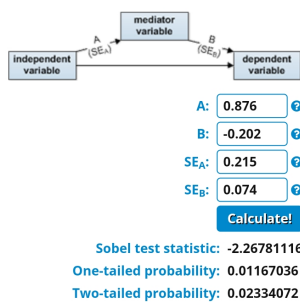
Path Analysis

Path analysis in this study is used to determine both the direct and indirect effects of the hypothesized variables. The Sobel test is the method employed in this study to measure mediation with the assumption of the dependent variable. The Sobel test is conducted using Sobel test calculation software. In this study, the results of the Sobel test for indirect effects can be seen in the figure below:

Figure 1. Sobel Test for Work Placement on Turnover Intention through Motivation

A: 0.443
B: -0.202
SE_A: 0.149
SE_B: 0.074
Calculate!

Sobel test statistic: -2.01076948
One-tailed probability: 0.02217491
Two-tailed probability: 0.04434981

The analysis results above indicate that the motivation variable has a 2-tailed significance value of 0.044, which is less than 0.050 (0.044 < 0.050). Therefore, it can be concluded that motivation effectively mediates the relationship between work placement and turnover intention at PT. Semesta Multi Sekurindo.

Figure 2. Sobel Test for Workload on Turnover Intention through Motivation

A: 0.876
B: -0.202
SE_A: 0.215
SE_B: 0.074
Calculate!

Sobel test statistic: -2.26781116
One-tailed probability: 0.01167036
Two-tailed probability: 0.02334072

Based on the analysis above, the motivation variable has a 2-tailed significance value of 0.023, which is less than 0.050 (0.023 < 0.050). Therefore, it can be concluded that motivation effectively mediates the relationship between workload and turnover intention at PT. Semesta Multi Sekurindo.

Conclusion

Effective job placement significantly enhances employee motivation at PT. SMS. When employees are appropriately matched to their roles, motivation increases, while poor placement has the opposite effect. Although job placement and motivation are generally rated high within the organization, some employees express a need for better alignment between their qualifications and their assigned roles.

Proper workload management positively influences motivation as well. Well-balanced workloads can elevate motivation, whereas excessive demands tend to decrease it. While PT. SMS acknowledges high ratings for workload and motivation, challenges in productivity indicate a need for improvement in workload management strategies.

Furthermore, improved job placement directly reduces turnover intention, fostering organizational stability and productivity. When employees' skills and experiences align with their roles, they develop a better understanding of their tasks, boosting their confidence and minimizing errors that could lead to turnover.

Conversely, increased workloads can heighten turnover intention. When task demands surpass employees' capabilities, it can result in mental fatigue and job dissatisfaction, prompting them to consider leaving their positions.

Importantly, higher levels of motivation correlate with reduced turnover intention. PT. SMS can enhance motivation by investing in employee welfare initiatives, such as BPJS Health and Employment programs.

Motivation also serves as a partial mediator between job placement and turnover intention, where effective placement leads to increased motivation and a lower likelihood of employees wanting to leave. Similarly, motivation mediates the relationship between workload and turnover intention; well-managed workloads can elevate motivation, reducing stress and the potential for turnover.

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