



Apakah Perputaran Karyawan Mengintervensi Kinerja Tim?

Does Employee Turnover Intervene Team Performance ?

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ABSTRAK

Penelitian ini menjelaskan pengaruh kepemimpinan dan kerja sama tim terhadap pergantian karyawan dan dampaknya terhadap kinerja tim. Objek penelitian ini adalah PT Dreamaxtion Teknologi Internasional. Penelitian ini menggunakan metode kuantitatif melalui survei kuesioner yang dibagikan langsung kepada 60 responden yang kemudian diolah menggunakan SPSS versi 20.0 dan metode pengambilan sampelnya adalah non-probability sampling. Hasil pengujian hipotesis (uji t) bahwa kepemimpinan berpengaruh signifikan terhadap Kinerja Tim dengan t hitung sebesar 4,222 T tabel 2,002. Kerja sama tim berpengaruh signifikan terhadap Kinerja Tim dengan $t = 3,121 \geq T$ tabel 2,002. Dan Turnover tidak berpengaruh signifikan terhadap Team Performance dengan t hitung = 1,152 T tabel 2,002. Kepemimpinan dan Teamwork berpengaruh signifikan terhadap Team Performance sedangkan Employee Turnover tidak berpengaruh signifikan terhadap Team Performance. Implikasi dari penelitian ini dapat memberikan pemahaman bagi manajemen bahwa meskipun Turnover tidak berpengaruh terhadap Team Performance, namun tetap harus diperhatikan khususnya di PT Dreamaxtion Teknologi Internasional.

ABSTRACT

This study describes the effect of leadership and teamwork on employee turnover and impact in team performance. The object of this research is PT Dreamaxtion Teknologi Internasional. This study uses a quantitative method through a questionnaire survey which was distributed directly to 60 respondents which was then processed using SPSS version 20.0 and the sampling method was non-probability sampling. The results of hypothesis testing (t test) that leadership has a significant effect on Team Performance with t count of 4.222 T table 2.002. Teamwork has a significant effect on Team Performance with $t = 3.121 \geq T$ table 2.002. And Turnover has no significant effect on Team Performance with $t = 1.152 \leq T$ table 2.002. Leadership and Teamwork have a significant effect on Team Performance while Employee Turnover has no significant effect on Team Performance. The implications of this research can provide an understanding for the management that although Turnover does not affect in Team Performance, it must still be considered, especially at PT Dreamaxtion Teknologi Internasional.

INTRODUCTION

In era of globalization, there is a lot of intense competition in the business world, both domestic and foreign markets. To be able to compete in foreign markets, prospective workers must have competencies that can be recognized worldwide. Not only foreign markets, in the domestic market too, we need to have high competence from other competitors. Where this competition requires prospective employees to have high competence in winning it. Not only competence in academia, non-academic competence is also a plus in this competition. The company will see and look for prospective employees based on their competencies, in order to increase effectiveness and maximum performance and achieve maximum performance. Therefore, company resources need to be managed very well, one of which is human resources (HR). HR can be a valuable asset in a company to achieve the goals of an organization or company. HR with well regulated, starting from recruitment, selection, placement, and training will affect future employee performance in the company. HR must be controlled by the company to reduce company expenses and avoid problems. One of the problems that can arise due to the company's lack of control over human resources is the phenomenon of employee turnover. The entry of Generation Z in the world of work, supporting this phenomenon has become an unavoidable trend in the business world. As reported in the Journal ("Generation Z and Its Perception of Work," 2016) "The results of the study highlight generation Z perception of the ideal workplace and working conditions, the main priorities in selecting a job and its career expectations and aspirations ". The influence of this phenomenon has taken place in recent years which has become a concern which makes many companies quite worried because it can hinder the work productivity of the company. This can be a serious problem in a company if the turnover of employees that occurs is high. In addition, high employee turnover can have an impact on the costs of recruiting, training new employees, and the workload of employees who are still in the company.

This can lead to a changing work environment so that the previously perfectly formed team, in question the health of the team, and stress due to the large responsibility that comes from the previous one. This factor can trigger the desire in employees to leave or move (turnover intention) to another company that is more stable. The research question is how can company management reduce the employee intention turnover rate? What are the factors that cause the high employee turnover rate? The researcher tries to conduct research in a company in Indonesia, which is engaged in information technology and services in the field of Human Capital and technology-based self-assessment for more than 3 (three) years. The researcher conducted an online interview via chat with the team leader and also the management of PT Dreamaxtion Teknologi Internasional. From the results of interviews with the team leader, the researcher received information that there were several internal employees (interns) who left before their internship ended. With the entry and exit of interns at the company, it will create its own problems in the company. The polemic that occurs will result in high turnover in the company. After getting uneasiness from employees, the researcher asked the interns why they choose to leave because the interns had difficulty managing their time between campuses, their thesis writing and company assignments. However, there are reasons because they have been accepted to work at other companies even before the end of the internship period ended. Some employees also stated that turnover intention is influenced by the leader, work culture leadership and work atmosphere.

Researchers conducted a literature study and researchers found differences from several research results. According to (Sulamuthu & Yusof, 2018) the majority of the studies had identified a negative relationship between leadership style and employees' turnover intention in various fields of industries. (Hadi Wibawa & Soedarsono, 2016) teamwork has no significant effect on turnover intention. They argue that based on their research results, there is no relationship between leadership style and teamwork on employee turnover intention. However, according to (Kim Siew, 2017) the transformational leadership style has contributed the most to turnover intention within SMEs in Malaysia if compared with transactional leadership style. (Zaheer et al., 2019) teamwork

perceptions positively affecting turnover intentions. Kim Siew and Zaheer put forward the opposite fact that leadership style and teamwork have the most contribution to turnover intention. After seeing the results of the literature study, the researcher decided to conduct further research on the influence of leadership and teamwork on employee turnover in order to find out how much influence leadership and teamwork have on employee turnover. As well as how much influence employee turnover has on team performance at PT Dreamaxtion Teknologi Internasional.

From the background of this study, the researchers formulated the problem, namely ; How much influence can leadership have on team performance? How much influence of leadership can affect team performance if turnover is an intervention variable? How much influence can teamwork have on team performance? How much influence can teamwork have on team performance if turnover is the intervention variable? With the formulation of this problem, the purpose of this study is to determine the effect of leadership on team performance, to determine the effect of leadership on team performance if turnover is an intervening variable, to determine the effect of teamwork on team performance and to determine the effect of leadership on team performance if turnover is a variable intervening.

LITERATURE REVIEW

Team performance is an important indicator / element / output that must be owned / produced by management in managing human resources so the company can run efficiently. Team performance as an important element is included in the component of "healthy organizational outcomes", where performance is considered a holistic interpretation that goes beyond work-related aspects (Olvera et al., 2017). There is a colleague dimension related to the team in this study are Discipline and Co-Worker. Leadership is the ability to influence a group to achieve a goal, which means either formally appointed by the company concerned or not informally appointed by the company, but has the ability to influence others (Srimindarti et al., 2017). There are dimensions related to leadership in this study are Inspirational Motivation and Intellectual Stimulation. The company can be run optimally because it does not escape the existence of a leader. The phenomenon of leadership has also proven that how leadership has a very large effect on the survival of an organization. A leader must be able to know and understand his subordinates so that there are no communication problems both inside and outside the organization. Every leader of an organization or company has a different leadership style or concept. The leadership process requires the role of three elements are leaders, followers, and the situational environment (Santoso, 2019).

The third element is very influential that will make a leader have a leadership style. Conditions are certain and followers who always follow the leader will not do a good leadership style. Good conditions and loyal followers can not always create good leadership style. Therefore, a good leadership style is leadership that can lead to followers under any conditions. Teamwork is as a group of people assigned to work together on a task and teamwork is defined as what this group does in relation to the task (Rydenfält et al., 2019). Good teamwork can be seen from the company atmosphere. A harmonious atmosphere in company, rarely conflicts that occur can be a sign that teamwork is running smoothly. A leader cannot lead well without cohesiveness in the team that he leads. Good teamwork has the nature of openness to others and fellow team members. Implementing an open system will make it easier for new employees to join the team. With this, new employees will feel welcome and the atmosphere will go well driving it should be. There are dimensions related to cooperation in this study are Interacting with Teammates and Conflict Management. Turnover is a voluntary or involuntary withdrawal which is an individual's decision to leave the organization which is caused by two factors, namely the lack of current job attractiveness

and the availability of other job alternatives (Srimindarti et al., 2017). Therefore, there are dimensions related to turnover in this study are Job Embeddedness and Commitment.

METHODS

The population in this study were employees of PT Dreamaxtion Teknologi Internasional with the sexes of women and men, both from various levels of positions and with various tasks and jobs. Sampling in this study is a non-probability sampling technique or non-random sampling are individuals or respondents taken from the population are chosen deliberately with certain considerations so that not all populations have the opportunity to become prospective respondents (Purwanto, E. A., & Sulistyastuti, 2017). In this study, the approach used is a purposive sampling approach, sampling is based on research purposes, is only individuals who work at PT Dreamaxtion Teknologi Internasional and researchers obtain data by distributing questionnaires through Google Form which later answers from the results of distributing questionnaires will be used for academic purposes only. In the distributed questionnaire, researchers can collect data on the variables of Leadership, Teamwork, Turnover, and Team Performance at PT Dreamaxtion Teknologi Internasional. Determination of the sample in this study is a minimum sample size of 60 respondents. So the minimum sample size in this study is 60 respondents. Researchers used primary data and secondary data, where primary data were collected directly from the field through the distribution of online questionnaires using the Google Form feature and secondary data were obtained through library research using mass media, scientific journals and books.

Validity test in this study, by correlating scores with the Bivariate Pearson method using the SPSS program with a sample size of 60 respondents. The data used has an interval or ratio. The correlation value (r) is 0 - 1, the closer to 1 the relationship will be stronger. Validity test criteria: If $r_{count} \geq r_{table}$, then it is declared valid and if $r_{count} < r_{table}$, then it is declared invalid. Reliability test using the instrument, which will be said to be reliable if the alpha value is greater than the critical r . Multiple Linear Regression Analysis (Path Analysis) the researcher uses to see the relationship between one variable and another, the significance value and R Square of the research model. The structural model was evaluated using R Square for the intervening and dependent variables as well as the significance of the structural path coefficient and t test for the hypothesis. And make comparisons between equation one and equation two using SPSS media and the Sobel Test.

RESULT

The results obtained based on the validity test stated that all indicators in the variables of Leadership, Teamwork, Turnover, and Team Performance were declared valid. This can be seen from the calculated r value 0.361. Based on these results, it can be concluded that all statement items are valid. The results of the reliability test on the leadership variable resulted in a value of 0.914 so, the leadership questionnaire statement was reliable. The teamwork variable produces a value of 0.929 and the teamwork questionnaire statement is reliable. The turnover variable produces a value of 0.855 so, the turnover questionnaire statement is reliable. And for team performance variable produces a value of 0.930 so, team performance questionnaire statement is reliable. The results of the multicollinearity test show that the leadership variable (X_1) can know the Variance Inflation Factor (VIF) value is 2.263 with a tolerance value of 0.442. Where the VIF value < 10 and the tolerance value > 0.1 . It means that the leadership variable does not occur multicollinearity. In the teamwork variable (X_2), it can be seen that the VIF value is 2.156 with a tolerance value of 0.462. Where the VIF value is < 10 and the tolerance value is > 0.1 , it means that the teamwork variable does not occur multicollinearity. In the turnover variable (Z) it can be seen that the Variance Inflation Factor (VIF) value is 1.790 with a tolerance value of 0.559.

That means the turnover variable does not occur multicollinearity. For the results of the normality test of leadership, teamwork, and turnover on team performance, KolmogorovSmirnov Test, with an Asymp Sig (2-tailed) value is 0.995. Based on these results, it can be said that the data is normally distributed because it has a significance value (Asymp Sig 2-tailed) of $0.995 > 0.05$, which means that the data on the variables of leadership, teamwork, turnover, and team performance are normally distributed. The results of the heteroscedasticity test through the Park test can be seen that the Sig value in the leadership variable (X1) is 0.627, the teamwork variable (X2) is 0.224, and the turnover variable (Z) is 0.050. On the results of Sig on each variable showing > 0.05 , it can be concluded that the variables of leadership, teamwork, and turnover do not have heteroscedasticity symptoms on the team performance variable. The Coefficient of Determination Test (R^2) is used to determine the percentage of the contribution of the influence of the independent variables (X1, X2,.....Xn) simultaneously on the dependent variable (Y). The value of R^2 is equal to 0, then there is not the slightest percentage contribution of influence given by the independent variable to the dependent variable. The R^2 value is 0.691 or equal to 69.1%. This shows that the percentage of the influence of the independent variables (leadership, teamwork, and turnover) on the dependent variable (team performance) is 69.1%. While the remaining 30.9% is influenced by other variables not examined in this study and further research is needed to examine other variables that affect team performance variables.

The F test or simultaneous test (all together) is to show whether all the independent variables (X1, X2,Xn) which are included in the model have a joint or simultaneous effect on the dependent variable (Y). The significance level uses $\alpha = 5\%$ or 0.05 with (df) $nk - 1$ or in this study $60 - 2 - 1 = 57$. Then to find out the value of the Ftable, the researchers input into the excel formula $=FINV(0.05,2,57) = 3.16$. The F test criteria are:

1. If $F_{count} > F_{table}$ value, then H_0 is accepted (with an error rate of 0.05)
2. If $F_{count} < F_{table}$ value, then H_0 is rejected (with an error rate of 0.05)

Table 1. F Test Results Equation One

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1336.502	2	668.251	22.528	.000 ^b
Residual	1690.832	57	29.664		
Total	3027.333	59			

a. Dependent Variable: Turnover

b. Predictors: (Constant), Teamwork, Leadership

Source: Results of SPSS 20, 2021

Based on Table 1, the F test results obtained F_{count} of 22,528 with a Sig level of 0.000 and a F_{table} value of 3.16. Then $F_{count} (22.528) > F_{table}$ value (3.062) and Sig value $0.000 < 0.05$. That means the variables of leadership and teamwork simultaneously have a significant effect on the turnover variable.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1853.925	3	617.975	41.775	.000 ^b
Residual	828.408	56	14.793		
Total	2682.333	59			

a. Dependent Variable: Team Performance

b. Predictors: (Constant), Turnover, Teamwork, Leadership

Table 2. F Test Results Equation Two

Source: Results of SPSS 20, 2021

Based on Table 2, the F test results obtained Fcount of 41.775 with a Sig level of 0.000 and a Ftable value of 3.16. Then Fcount (41.775) > Ftable value (3.062) and Sig value 0.000 < 0.05. That means, the variables of leadership, teamwork, and turnover simultaneously affect team performance.

The results of the path analysis are as shown in the following figure:

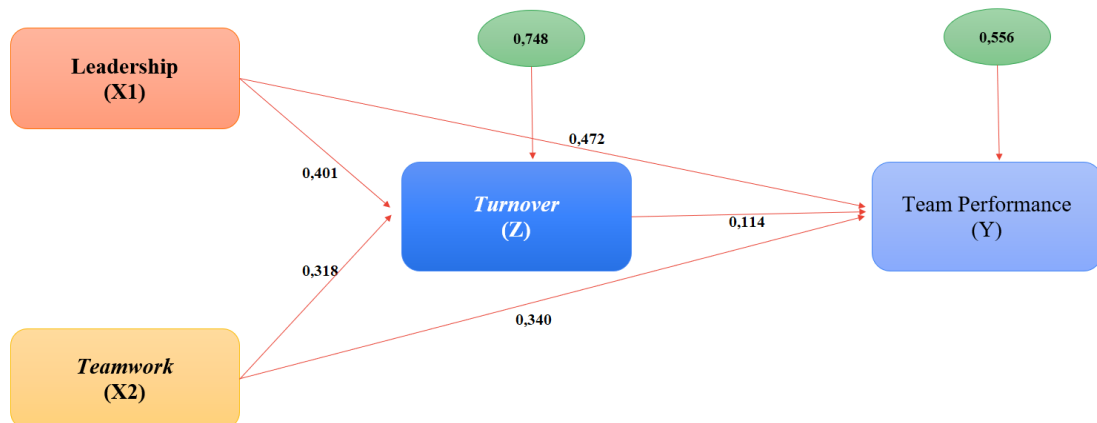


Figure 1. Path Analysis Model Structure

To find out whether an intervening variable is needed on the dependent variable, the researchers conducted a Sobel test:

Table 3. Data Summary

Persamaan Satu		Persamaan Dua	
a = 0,401	a ² = 0,161	a = 0,318	a ² = 0,101
b = 0,114	b ² = 0,013	b = 0,114	b ² = 0,013
Sa = 0,159	Sa ² = 0,025	sa = 0,136	Sa ² = 0,018
Sb = 0,094	Sb ² = 0,009	sb = 0,094	Sb ² = 0,009

Source: Results of SPSS 20, 2021

Use the formula:

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$t_{count} = \frac{a \times b}{Sab}$$

The indirect effect of X1 on Y through Z (equation one) results in:

Sat = 0.044

T count = 1.029

T table = 2.002

Therefore t count < t table, the intervening variable Z (turnover) is not needed in influencing the X1 variable (leadership) on the Y variable (team performance).

The indirect effect of X2 on Y through Z (equation two) results in:

Sat = 0.036

t count = 1.006

t table = 2.002

Therefore t count < t table, the intervening variable Z (turnover) is not needed in influencing the X2 variable (teamwork) on the Y variable (team performance).

Because of the results of both showed negative results, the researchers conducted a follow-up test using the Sobel test through the website <http://quantpsy.org/sobel/sobel.htm> and the following are the results:

The indirect effect of X1 on Y through Z (equation one) results in:

T test = 1.092

p-value = 0.274

So, the results of the T test > from the p-value so that the intervening variable Z (turnover) is needed in influencing the X1 variable (leadership) on the Y variable (team performance).

The indirect effect of X2 on Y through Z (equation two) results in:

T test = 1.076

p-value = 0.281

So, the results of the T test > from the p-value so that the intervening variable Z (turnover) is needed in influencing the X2 (teamwork) variable on the Y variable (team performance).

The test used to determine whether in the regression model the independent variable (X1) partially has a significant effect on the dependent variable (Y) and the t table can be found with a significance of 0.05 with (df) nk-1 or in this study $60 - 2 - 1 = 57$. Then entered into the excel formula =TINV(0.05,57) = 2.002. T test criteria:

1. If t count > t table, then H_0 is accepted, meaning that there is no influence between the independent variables on the dependent variable.
2. If t count < t table then H_0 is rejected. meaning that there is an influence between the independent variables on the dependent variable.

Table 4. T-Test Results of Equation One

Model	Coefficients ^a		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		
	B	Std. Error	Beta	
(Constant)	3.305	4.629		.714
Leadership	.457	.159	.401	2.883
Teamwork	.310	.136	.318	2.288

a. Dependent Variable: Turnover

Source: Results of SPSS 20, 2021

Results and hypothesis testing on t table in Table 4, with the following explanation:

1. Testing the leadership variable (X1) has a t-count of 2.883 while the t-table value is 2.002 and the Significant value shows a value of 0.006 < 0.05. It is known that the result of t arithmetic

(2.883) t table (2.002). So it can be concluded that H1 is accepted, which means the leadership variable (X1) has a significant effect on the turnover variable (Z).

2. Testing the teamwork variable (X2) has a t-count of 2.288 while the t-table value is 2.002 and the Significant value shows a value of $0.026 > 0.05$. It is known that the result of t count (2.288) t table (2.002). So it can be concluded that H2 is accepted, which means that the teamwork variable (X1) has a significant effect on the turnover variable (Z).

It can be concluded that the independent variables are leadership and teamwork, have a significant influence on turnover.

Table 5. T-Test Results of Equation Two

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	3.818	3.284		1.163	.250
Leadership	.506	.120	.472	4.222	.000
Teamwork	.312	.100	.340	3.121	.003
Turnover	.108	.094	.114	1.152	.254

Source: Results of SPSS 20, 2021

The results and hypothesis testing on t table Table 5, with the following explanation:

1. Testing the leadership variable (X1) has a t-count of 4.222 while the t-table value is 2.002 and the Significant value shows a value of $0.000 < 0.05$. It is known that the result of t count (4.222) T table (2.002). So it can be concluded that H1 is accepted, which means the leadership variable (X1) has a significant effect on the team performance variable (Y).
2. Testing the teamwork variable (X2) has a t-count of 3.121 while the t-table value is 2.002 and the Significant value shows a value of $0.003 < 0.05$. It is known that the result of t arithmetic (3.121) t table (2.002). So it can be concluded that H2 is accepted, which means that the teamwork variable (X2) has a significant effect on the team performance variable (Y).
3. Testing the turnover variable (Z) has a t-count of 1.152 while the t-table value is 2.002 and the Significant value shows a value of $0.254 > 0.05$. It is known that the result of t arithmetic (1.152) < t table (2.002). So it can be concluded that H2 is rejected, which means that the turnover variable (Z) has no significant effect on the team performance variable (Y).

It can be concluded that the independent variables are leadership and teamwork partially have a significant influence on team performance. Meanwhile, turnover does not have a significant effect on the Team Performance variable.

DISCUSSION

The purpose of the study was to examine the effect of leadership and teamwork on employee turnover and impact in team performance in PT Dreamaxtion Teknologi Internasional. The results showed that leadership and teamwork had a significant positive effect on team performance. Meanwhile, turnover does not have a significant effect on the Team Performance. Therefore, the turnover variable does not intervene the leadership and teamwork on team performance variable. For Leadership, the results obtained from the inspirational motivation dimension, the researcher suggests to the management of PT Dreamaxtion Teknologi Internasional to maintain existing leadership, so that employees continue to learn from problems that have occurred and the same problem does not occur, which is likely to have an impact on the company's managerial. While the indicator with my leader's statement shows me that he recognizes my achievements. This illustrates that the management or leaders of PT Dreamaxtion Teknologi Internasional do not or less

appreciate their fellow employees, so that researchers can provide suggestions for management options to give more appreciation to the performance of their employees. For the intellectual stimulation dimension, the leader provides direction regarding the work to be done. This is a positive value for management with information about the tasks given, it can easily improve team performance, so the researchers suggest to management to always provide clear directions so that team performance can be maintained. Meanwhile, my leader's statement always gives suggestions that are different from the others. Based on this, the researchers suggest that company management be more creative and innovative or listen to solutions from other colleagues so that they can propose suggestions that may be different for each problem.

For Teamwork in the dimension of interacting with teams, my team statement contributes both energy and thought to each other. It can be seen from the results obtained that in team work, all group members work together, so the researcher suggests maintaining this point because the team's performance will continue to be maintained. While the statement that I always take over the leadership of the group. It can be seen based on the results of this study that the teamwork of PT Dreamaxtion Teknologi Internasional already has a good team performance because in teamwork, no one takes over each other so that quarrels within the team can be avoided. While on the conflict management dimension, with the statement that my team is looking for a common solution from every problem, the researcher suggests the management to continue working by forming a team or it can be said that the team owned by PT Dreamaxtion Teknologi Internasional has a healthy team condition. Meanwhile, my team's statement is responsive if there is a fight within the team and I am willing to give in so as not to prolong the problem in the team. This indicates that the team members still have to have the right leader in order to mediate the problem and be able to decide what solutions will be taken in the future.

For Turnover on the job embeddedness dimension, with a statement I will leave this company if there is an offer from another company that gives a higher salary. In determining team performance in a company, it can be seen through the team, that employees will be more loyal if they have the same income or benefits as their expectations. Therefore, in order to improve team performance, the management can negotiate more deeply about this compensation or build a good and pleasant atmosphere in the work environment. Meanwhile, with the statement that this company is the company where I achieve my career goals. Based on the results obtained, that the company has good career prospects, the researcher suggests giving more feedback or appreciation to employees in terms of career paths. On the commitment dimension, a statement that I feel this company has contributed a lot to my life. This can be a threat as well as a distinct advantage in the company. Thus, researchers can suggest for management to be able to explain or provide appropriate feedback to employees so that employees work sincerely without having to feel indebted to the company. While the statement that it is difficult for me to leave this company for fear of not getting job opportunities elsewhere, based on the results obtained, the researcher suggests to management to be able to share connections or be able to invite employees to participate in collaborating with other companies.

For Team Performance, from the discipline dimension, the researcher suggests to the management to retain existing employees, so that performance can be maintained and to be more selective in order to get employees who are in accordance with and obey the company's rules. Meanwhile, with my statement, I feel that leaders who dare to act decisively in applying punishment will be recognized by their leadership. This illustrates that it does not require a firm leader to maintain team performance, so researchers can provide suggestions for leaders to maintain their attitudes because with current actions and attitudes, employees are satisfied and can be seen with their performance. For the co-worker dimension, statements regarding employees feel that employee discipline will be created if human relations within the agency run well and have high expectations. This is a positive value for management with a good relationship or socialization, it can

increase high team performance, so the researcher suggests the management to give a certain time to socialize as an example of a company gathering. Management needs to be concerned with convenience when forming working groups. Based on this, the researchers suggest that in forming a team, leaders or management can pay attention to this more carefully because, if forced to be paired in a team, team performance will decrease and have an impact on the company itself.

In this study, there are several limitations that researchers experience in completing appropriate and perfect research, namely, among others, the concepts used in this study are limited to aspects of leadership, teamwork, turnover, and team performance. Further research can add other aspects such as work atmosphere, work environment, work facilities and others. Also, due to the Covid-19 pandemic, this research had difficulties in distributing questionnaires. The distribution of the questionnaires is only through the google form due to limited funds, time and circumstances that are not possible. If conditions are normal, focus group discussions and others can be held to collect field data.

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