

# ***Analysis of Improving Employee Work Scope (An Assessment from a Human Resources Management Perspective)***

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## **ABSTRACT**

The aim of this research is to describe (1) the causes of the increase in employee turnover in Manalagi Restaurant, (2) the impacts arising from the increase employee turnover in Manalagi Restaurant, and (3) efforts to overcome the increase in employee turnover of Manalagi Restaurant. The research design was a descriptive qualitative. The data collection techniques used consisted of (1) in-depth interview, (2) participatory observation, (3) documentation. In processing the result of this study, the techniques used are (1) data reduction, (2) data presentation, (3) and making conclusions. The results of this research indicate that the increase in employee turnover is caused by several factors, (1) high workload; (2) conflict in the work environment; (3) non-selective recruitment processes; and (4) oversight that is not running optimally.

**Keywords:** *Human resources management, Qualitative, Turnover, Work scope*

## **1. INTRODUCTION**

Human resources are dynamic assets and are needed in driving the company's operational activities so they are considered important. This is in line with [1] opinion that the service business and manufacturing products view human resources as an important company asset because it is a dynamic resource and is indispensable in the company's operational activities. The existence of human resources plays an important role in helping direct all resources owned by the organization or company so that they can be used effectively and efficiently. In other words, human resources determine the success of an organization or company [2].

The success of an organization reflects the optimal empowerment of human resources in it. To assess the empowerment of human resources, namely through employee performance. The performance given by employees is certainly not the same between one employee and another. There are several factors behind the differences in the performance produced by each employee, including the ability of employees and their interest in work, acceptance of delegation of tasks given

by the organization or company and the level of motivation that exists in the employees themselves. This is supported by the opinion of [3] that performance is a combination of three important factors consisting of the abilities and interests of a worker, the ability and acceptance of task delegation explanations, and the role and level of motivation of a worker.

High employee performance can indicate that employees are satisfied with the work done. Conversely, if employees feel dissatisfied with the work provided by the organization, it will affect the level of employee absenteeism, decrease their enthusiasm for doing their duties and responsibilities, and have an impact on the performance, generating the decrease of the number of the employees. A more serious impact of not achieving employee satisfaction is that it can cause employees to leave the organization and choose to work in other companies, which causes the employee turnover rate in the company to increase. This is supported by the opinion of [4] which states that job satisfaction can affect the level of employee absenteeism, workforce turnover, morale, complaints, and other vital personnel problems. The same thing was also conveyed by [5] who argued that

employee dissatisfaction can influence an employee to have the desire to move to another company.

Exiting or leaving employees from the company can certainly have negative consequences. For the company, this will have an impact in the form of disruption of business operations due to reduced personnel in one particular section. Another impact that has been caused is the increase in the amount of costs that the company has to pay for recruitment, selection and training of new employees which also takes a long time. Therefore, employee turnover in the company or known as turnover must be minimized. This is in line with the opinion of [6] which states that employee turnover has been seen as an important organizational problem, where its importance lies in the fact that there are many negative consequences in the organization if the employee turnover rate is high. Employee turnover is in the high category if it is at a percentage of more than 10% per year. If the percentage of employee turnover ranges from 5-10%, the employee turnover can be categorized as normal [7].

The phenomenon related to employee turnover also occurs in one of the businesses engaged in the food service sector, namely Manalagi Restaurant. Based on preliminary observations made at the restaurant, in the last 5 years there has been an increase in employee work turnover. In 2015, the percentage of turnover rate was 6%, in 2016 the percentage was 7%, in 2017 it was 9%, in 2018 it rose to 18% and in 2019 the highest increase in percentage reached 24%. The rate of increase in the percentage of turnover has increased quite significantly, even though the normal percentage of employee turnover in a company is only 10%. The increase in the number of employees who quit, if not followed up, will have a negative impact on the running of business operations, reduce the level of customer satisfaction and can further cause the Manalagi restaurant's business to temporarily close. This is in line with the opinion of [7] that employee turnover can interfere with the smooth running of work within a company or organization.

Based on the information obtained in the field through observations, the increase in the number of employees who have stopped working at Manalagi Restaurant is predominantly from employees who work in the chef and waitress fields. In fact, these two fields are the core areas that carry out the main operational activities of the restaurant. As a result of the reduction in personnel in this department, various disruptions to the implementation of business activities such as operational processes that run longer than usual and the error rate in serving orders increased. Therefore, it is deemed necessary to carry out further research on employee turnover.

The purpose of this research is to describe the causes of the increase in employee work turnover, the impact of increasing employee turnover, and the efforts that can be

made to overcome the increase in work turnover of employees of Manalagi Restaurant.

References [8] states that human resource management is defined as the utilization of human resources within the organization which is carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, safety and occupational health and industrial relations. According to [2], the view is that human resource management is a process of utilizing human resources effectively and efficiently through planning, mobilizing and controlling all values that become human strength to achieve goals.

According to [9] the functions of human resource management are divided into two functions, namely managerial functions and operational functions. This managerial function consists of the following functions: (1) planning, (2) organizing, (3) directing, (4) controlling. The operational function in human resource management is the basis for an efficient and effective HRM process which consists of (1) procurement, (2) development, (3) compensation, (4) integration, (5) maintenance, (6) discipline, and (7) dismissal.

Turnover can be defined as leaving employees. In a broad sense, turnover is defined as the flow of employees entering and leaving the company [7]. According to [10] turnover is the stopping of an employee from working voluntarily or moving from one workplace to another. The factors that influence the occurrence of turnover are quite complex and interrelated with one another. According to [1], there are factors that can affect employee turnover in an organization, including age, length of work, education level, organizational engagement, job satisfaction and corporate culture.

Job satisfaction is a general attitude towards someone's job which shows the difference between the number of awards received by workers and the amount they believe they should receive. Another factor that can affect the departure of employees from the organization or company is organizational culture. The existence of an organization is certainly inseparable from the existence of a social relationship that exists between fellow employees to form a bond that establishes individuals with the organization.

The departure of an employee from an organization or company is certainly based on the underlying reasons. According to [2], there are 3 main reasons that result in employee dismissal or exit from the company, namely: (1) the desire of the company, (2) the desire of the employee, (3) death or the end of his working period.

Every action taken will certainly have consequences for decision makers, as well as employee turnover. In this case, the impact of turnover for the organization according to [1] includes: (1) employee withdrawal costs,

regarding time and facilities for interviews in the selection, withdrawal and study turnover process; (2) training costs, regarding the time for supervisors, the personnel department and trained employees; (3) what is spent to the employee is less than what the new employee earns; (4) the accident rate for new employees, usually tends to be high; (5) there is lost production during the employee change period; (6) production equipment that cannot be fully used.

## 2. METHOD

This research is a descriptive study using a qualitative approach. Descriptive research is a research method that seeks to reveal the facts of an event, object, activity, process, and human being as it is at the present time or a period that is still possible in the memory of respondents [11]. The subjects in this study were employees of the Manalagi Restaurant, both those who were still working and those who had stopped working, while the object of research under study was the cause of an increase in employee turnover, the impact of employee turnover and the efforts that could be made to solve the problem of increasing employee work turnover. In qualitative research, the term population is better known as a social situation, which consists of three elements, namely place, actor, and activity. The social situation referred to in this study is the social situation of Manalagi Restaurant, which consists of a place, the actors in it, namely the owner and active employees and non-active employees of Manalagi Restaurant, and the activities that occur in business activities.

In conducting this research, the data collection process was carried out using several methods including (1) in-depth interviews, and (2) participatory observation, and (3) documentation. The data analysis technique used in this research is descriptive qualitative. The activities in data analysis in this study include data reduction, data presentation, and drawing conclusions [12].

The process of checking the data obtained when the research was carried out was to determine the truth and validity of the information provided by the informants. Techniques used to test qualitative research data are extension of observations, triangulation, and peer discussion. According to [12], the extension of observations is carried out to erase the distance between the researcher and the source so that there is no more information hidden by the source because he has trusted the researcher. References [12] states that triangulation is checking data from various sources through various ways and at various times which simultaneously aims to test the credibility of the data.

## 3. RESULTS AND DISCUSSION

From the research process conducted at Manalagi Restaurant, the causes of increased employee turnover

are as follows. The first cause is a high workload. As one of the restaurants that has complete facilities, the work at the restaurant is quite solid, starting from on-site dining services, catering orders and boxed rice, as well as building rentals for weddings, birthdays and closed meetings. This statement was conveyed by the owner of the Manalagi restaurant in a direct interview. Of the number of services provided, the high workload is caused by long working hours. Where in this case the restaurant opening hours start at 7 am to 9.30 pm with a break time allocation only for 2 hours. This statement was conveyed by Mrs. Musrifah as the head chef who had stopped working.

The absence of an employee shift system also causes employees to be able to work full time in one day, except for cashier employees who have a half day shift system. From this policy, employees only get 2 hours of free time out of the total working hours. The difference in the provision of work shifts between cashier employees and chefs and waiters is based on differences in the types of work, responsibilities, and domicile and residence of the employees themselves. This was conveyed by Alvin Javani as the waiter who had stopped working.

In addition, what makes the workload of employees high is the absence of weekly or monthly holidays. Holidays are given only during certain big moments such as Eid al-Fitr for 2 weeks, 1 day of Eid al-Adha, and 1 day of *Nyepi*. Apart from these special and special days, holidays are only given when employees experience problems such as illness, permission to attend family events or activities, or unexpected events such as accidents, mourning when there is death, and the like. The desire to take employee leave at a certain time is considered directly by the relevant business owner whether it is permissible or not. This was revealed by Mrs. Maryati as a chef who had stopped working at the Manalagi restaurant.

The existence of additional duties apart from the main duties assigned to employees has an impact on the physical condition and spare time of the employees and also contributes to the high workload of employees. These additional tasks are determined in a cross-sectional manner from the main duties of each employee so that each employee is expected to be able to work and be placed in whatever position is required according to the direction of the business owner, which was revealed by Muhammad Tholib as a chef who has stopped working at the restaurant.

The second cause is conflict in the work environment, both among employees and with superiors or business owners. Conflicts between employees occur due to the lack of understanding between each other. The busyness at work hampers opportunities to understand each other. As a result, when a conflict occurs, it will be difficult to find a bright spot and a tendency not to give

in when there is an argument. This was conveyed by Mr. Syafiuddin as the head chef of the Manalagi 2 restaurant.

The third cause is the non-selective employee recruitment process. This causes employee work turnover because the employee procurement process is not based on systems or procedures that are made in advance. The recruitment process only goes through the stage of direct interviews with business owners. In addition, there is no binding contract to employees. This is what ultimately triggers employees to easily stop working when they feel they are not suitable for the job position given. This was revealed by the owner of the restaurant Manalagi.

The fourth cause is that the supervision of employee activities is not running optimally. Supervision of employee activities both in carrying out business operational activities and activities outside of work are still not carried out properly. The absence of comprehensive supervision makes the performance of each employee and the conflicts that occur between employees cannot be controlled properly so that the handling process and the actions taken by the owner on existing problems become ineffective. This statement was conveyed by the owner of Manalagi Restaurant in a direct interview.

Based on the cause of the increase in employee work turnover at Manalagi Restaurant, this has an impact on employees who are still working as well as the business owners themselves, such as:

1) Impact on employees who are still working. The increase in employee work turnover that occurs at the first Manalagi Restaurant is that the employee workload increases. Employees who stop working will certainly result in the absence of a field or job position that they leave behind. This statement was also conveyed by Mr. Ahmad Fauzi as an employee who served as a waiter in a direct interview.

2) Impact on business owners. An increase in employee work turnover will certainly have an impact on business owners. The impact arising from the increase in work turnover is that business operations cannot run optimally. The maximum in this case is that a number of targets that should be achieved but cannot be realized due to employee vacancies in one particular area are left so that the workload of other employees must be added. Of course, the reduction in the amount of production has an effect on the income received by the business owner, which is conveyed directly by Ms. Sufiani as the owner of the Manalagi Restaurant. Another impact felt by the owner is the increased costs that must be spent on employees. The reduction in the number of employees results in positions in a certain field of work becoming vacant and must be temporarily filled by existing employees. The more tasks that must be completed, this will also encourage an increase in the amount of bonuses

and overtime paid by the owner. This statement was conveyed by Ms. Sufiani as the business owner.

From the explanation regarding the causes and impacts of the increased employee turnover, the efforts that can be taken by business owners include (1) by restructuring the division of types of work and working hours of employees. The arrangement made is an arrangement in determining the amount and type of work that must be done by each employee so that later on, it will be known the minimum number of labor requirements that must be owned in running the Manalagi restaurant business. (2) Conducting gathering activities that can bring employees closer together. Types of activities that can be carried out can be in the form of giving holidays or joint holidays to tourist attractions where this program can be said to be like a family gathering. This gathering activity aims to make an approach between employees so that they get to know each other better so that personal relationships in the workplace can be more harmonious and are expected to minimize conflict both horizontally and vertically. (3) Planning on improving the employee recruitment system. The employee recruitment process can be carried out by means of recommendations from existing employees, whether they are friends, relatives, or relatives who want to apply for a job at the Manalagi restaurant, so that the qualifications of these employees are more trusted and can be accounted for by the employees who recommend them. (4) Assigns the task or authority to the head chef/person in charge to supervise and take action on employee activities that are deemed to be able to affect business operations, whether in the form of disputes between employees, neglect of assigned tasks, not doing work, going in and out of restaurants at during working hours without reporting, and other errors in accordance with conditions in the restaurant.

Based on research and in-depth interviews that have been conducted on 11 employees consisting of 5 active employees and 6 employees who have stopped working and 1 business owner representing the entire population, it can be stated that the increase in employee work turnover at Manalagi Restaurant is due to factors - internal business factors. Each employee feels a high workload with the same division of duties and responsibilities but with an uneven capacity so that employees who feel the higher workload they get over time choose to quit their job.

Conflicts in the work environment experienced by employees also have an influence on their comfort level in carrying out their duties. When conflicts experienced by employees are at a complex level and have an impact on the continuity of operational activities, there is a tendency for employees to quit their jobs. Employee recruitment processes carried out by business owners are vulnerable to new problems in the future. The absence of standard procedures and work contracts is the basis for an

employee to leave his job easily without having to be bound by the business owner. The high trust of business owners in employees causes supervision of operational activities to not run optimally. However, this causes employees to become less disciplined and creates many new problems that lead to employees leaving their work.

#### 4. CONCLUSION

From the results of the research and discussion previously described, the conclusions that can be drawn by researchers are as follows: (1) high employee workload, (2) conflict in the work environment that occurs between employees and superiors, (3) recruitment process employees who are not selective, and (4) supervision of employee activities that are not running optimally. The impact resulting from an increase in employee turnover consists of two aspects, namely (1) the impact on employees who are still working and (2) the impact on business owners.

Efforts that can be made to overcome employee work turnover at Manalagi Restaurant consist of (1) restructuring employee workloads including types of work and employee working hours. (2) giving days off or carrying out outbound-type vacation activities such as family gatherings which are held with all employees and business owners, (3) improving the recruitment system, one of which is through the recommendation of job applicants by employees to family, friends, relatives who want to work at the Manalagi restaurant. (4) Delegation of duties and authority to the head chef in each branch.

Aspects of human resource management explored in this study refer to the supervision side. Through supervisory activities the owner can find out the obstacles that occur earlier in the event of problems such as cooking one of the food menus, food stocks running out, procedures for welcoming consumers who come, and problems in using machine tools in the kitchen that require special skills. Supervision of employee activities that are not yet optimal can lead to a decreased level of employee discipline in carrying out the assigned duties and responsibilities which then spreads to create new problems including employee conflicts both vertically and horizontally, work that is less than optimal to neglect, consumers who are not satisfied, until affect the increase in employee work turnover which increases where this can affect the running of restaurant business operations.

Based on the findings of research related to the increase in employee work turnover at the Manalagi Restaurant, the suggestions that researchers can convey to business owners, employees, and other researchers are as follows: (1) For Manalagi Restaurant business owners, it is expected to pay more attention to all employees in terms of fulfilling the rights they must get after carrying out their obligations in the restaurant business. (2) For employees, it is hoped that they will be more disciplined

in their work. The absence of a business owner at work is not an excuse for carrying out activities outside of a well-defined job such as playing gadgets, leaving restaurants without permission and other deviant activities. (3) For other researchers who wish to carry out research related to employee turnover, it is hoped that the scope of the research will be expanded both in terms of population, research subjects and emphasis on problems that occur in other research locations so that they can produce more detailed and in-depth findings that can be used as reference in further research.

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