THE EFFECT OF TEAM EFFECTIVENESS ON TURNOVER IN EMPLOYEES IN HOTEL X

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Abstract

In the current era, the tourism industry, especially in hospitality, has a strong contribution to boost state revenues. For that organization in a hotel must have good human resources (HR) to support the functions of the hotel organization. This study aims to look at the effect of team effectiveness on turnover intentions on X hotel employees. Researchers took Hotel X because this hotel is the oldest in the Kemang area of South Jakarta. Respondents in this study were 85 respondents and data collection techniques were performed using Non-Probability Sampling Quota Sampling type. Data analysis techniques with multiple regression analysis with the help of SPSS Version 24 for windows. Based on the results obtained that there is a significant effect between the effectiveness of the team on turnover intentions that is equal to 0,000 ($p < 0.05$). While the value of R square is 0.328. In addition, if viewed based on the dimension of team effectiveness only the absence of trust dimension has an influence on turnover intentions that is equal to 0.026 ($p < 0.05$). The important conclusion is that companies must maintain team performance both in terms of employee satisfaction, employee trust among fellow members, and the goals of the company itself, so that no employee turnover intention.

Keywords: Employee of X Hotel, Team Effectiveness, Turnover Intentions

INTRODUCTION

The hotel industry is now a very promising property business as a form of investment that has a large profit. Indonesia is now beginning to expand investment towards tourism and hospitality. This is done because more and more tourists both nationally and internationally are fond of traveling or just trying out new nuances. Related to this, hotels are now starting to improve the quality and systems of their organizations. On this basis, the hotel industry is now looking for employees who are not only of good quality, but also looking at the quantity of employees themselves. Employees are human resources (HR) which are the success factors of a company.

Human resources (HR) is an asset for a company, when its HR is in good performance and gets job satisfaction from the company, the HR will also increasingly give loyalty to the company. Employees spend most of their time in the workplace, when the environment in

which they work makes themselves calm and conducive, the employee will work much better and more efficiently.

For this reason, in carrying out the recruitment system, training selection, and other company activities. Where companies must maximize the potential of employees, the point is to reduce the amount of employee turnover. In addition the company must strive for employees to be satisfied with the facilities provided by the company such as supporting facilities, salaries and other benefits, then the employee will give loyalty to the company where he works. However, on the contrary if the company does not provide satisfaction to its employees, employees feel unappreciated and even have the desire to immediately leave the company where they work. This is commonly called turnover intentions.

Turnover intentions are said to be a strong indicator for employees actually going out. Tett and Meyer (in Kaur 2013) say that turnover intentions are things that individuals realize to move from other organizations. Applebaum (in Kaur 2013) said that workload has an influence on employee job satisfaction which ultimately causes employee performance to decline, making employees feel want to leave their work (turnover intentions). Moore (2002) defines turnover intentions as constructing behaviours from employee desires such as the desire of employees to move to other companies that have greater salaries, benefits, facilities, etc.

One of the things that is the focus of problems in a company is the turnover intentions. Robbins and Judge (in Srimindarti 2017) say that turnover intentions are things that employees realize to leave their current place of work. Employees who leave the company will cause losses to the company in terms of costs, because they have to re-prepare the costs for the recruitment, selection and retraining process. As explained by Zhang (in Srimindarti, 2017).

Many factors cause employees to turnover. However, this research only focused on the team effectiveness variable which caused turnover intentions. Turnover intentions are defined as the behavior of employees who feel out of line or not equal to the values, vision of a company. One of the causes is an ineffective team where this can hamper the performance of the organization.
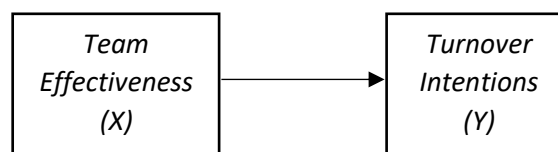
An ineffective team can disrupt company performance, this ineffectiveness will cause employees in each division not to work optimally. The effectiveness of the team is important because it has an effect on turnover intention.

The department or team will be optimal in working if the team looks effective when working and has good cooperation. Salas (2009) says an effective team will help improve performance in a group. The better the performance and progress at work, the more effective the team will be. Salas (2009) also said that effectiveness is the level of success of a structured

and systematic group both in terms of communication, thoughts and feelings so as to achieve common goals.

In his research Kivimaki (2007) said that teams that work less effectively will cause employee turnover. Behar (2007) says that when the quality of employee performance such as team effectiveness, employee interpersonal relationships, and having unfavorable career development will cause employees to want to leave (turnover intention). Furthermore, Zhu (2016) in his research said that an effective team would reduce the employee's desire to leave (turnover intention).

H: There is an effect of team effectiveness on turnover intentions

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┌──────────────┐        ┌──────────────┐
│    Team      │        │   Turnover   │
│ Effectiveness│───────▶│  Intentions  │
│     (X)      │        │     (Y)      │
└──────────────┘        └──────────────┘
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METHODS

The population and sample of this study consisted of 85 employees. The characteristics of this study are permanent employees, training and daily workers. The data collected was statistically analyzed with the help of SPSS version 24.

This research uses quantitative methods, by formulating hypotheses and statistical testing is carried out to accept or reject hypotheses namely the effect of team effectiveness on turnover intentions. The variables of this study include two independent variables namely team effectiveness (X), and one dependent variable, namely turnover intentions (Y). Data collection techniques were performed using Non-Probability Sampling type Quota Sampling.

Turnover intentions (ToI). ToI uses a measurement scale adapted from Lum, Kervin, Clark, Reid and Sirola (1998). With 3 aspects of research that includes the desire to find a new job in the same field in another company, the desire to find a new job in a different field, and the desire based on several factors. With a total of 21 items.

Team effectiveness. The effectiveness of the team uses a measuring scale adapted from the Lencioni scale (2005). Has five dimensions in it namely Absence of Trust, Fear to Conflict, Lack of Commitment, Avoidance of Accountability and Inattention of Result with a total of 15 items.

The reliability of each scale is measured using Alpha Cronbach, if Alpha Cronbach> 0.7 then the instrument is reliability or can be trusted (Hamdi & Bahruddin, 2014).

Questionnaires were sent to employees through direct dissemination consisting of researchers' self-introduction, subject identity, work instructions, examples of workmanship and team effectiveness and turnover intentions. Each questionnaire has a different category of response categories and has a number of different items also from each scale.

The analysis technique used to measure the effect of team effectiveness on turnover intentions is a multiple regression analysis that tests the effect of team effectiveness on turnover intentions. Data analysis was performed using SPSS version 24 for windows.

RESULT

Based on the research conducted, the data presented are the results of data management obtained from respondents regarding the effect of one dependent variable and one independent variable, namely the effectiveness of the team on turnover intentions.

Team Effectiveness, Turnover Intentions

Table 1. R and R *square*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.572a	.328	.320	4.930

a. Predictors: (Constant), ET

Table 2. Descriptive Statistic: Team Effectiveness – Turnover Intention

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	994.889	1	994.889	40.933	.000b
	Residual	2041.634	84	24.305		
	Total	3036.523	85			

a. Dependent Variable: ToI
b. Predictors: (Constant), ET

Table 3. Coefficient Team Effectiveness

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	94.312	2.710		34.807	.000
	ET	-.542	.085	-.572	-6.398	.000

a. Dependent Variable: ToI

Meanwhile, when viewed based on each dimension of the team effectiveness variables namely absence of trust, fear to conflict, lack of commitment, avoidance of accountability and inattention of result that have an influence on turnover intentions.

Table 4. R and R *square* of Team Effectiveness Dimension

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.413[a]	.171	.118	3.457

a. Predictors: (Constant), ET5, ET4, ET2, ET3, ET1

Table 5. Descriptive Statistic: Team Effectiveness Dimension – Turnover Intention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	194.481	5	38.896	3.256	.010[b]
	Residual	943.872	79	11.948		
	Total	1138.353	84			

a. Dependent Variable: ToI
b. Predictors: (Constant), ET5, ET4, ET2, ET3, ET1

Table 6. Coefficient Team Effectiveness Dimension

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	62.504	3.966		15.761	.000
	ET1	.646	.285	.244	2.268	.026
	ET2	.472	.272	.183	1.738	.086
	ET3	.432	.284	.162	1.523	.132
	ET4	.491	.314	.167	1.562	.122
	ET5	.461	.281	.172	1.643	.104

a. Dependent Variable: ToI

DISCUSSION

Based on the entire data processing described, it appears that the effectiveness of the team has a significant effect on turnover intentions that is equal to 0,000 (p <0.05). This means that there is a significant influence between the variable effectiveness of the team on the activity of turnover intentions on X Hotel employees. While the value of R square is 0.328. This means that the team effectiveness variable on turnover intentions has an effect of 32.8% on the cyberloafing variable, while the remaining 67.2% is influenced by other factors not included in this study.

Meanwhile, if viewed based on the dimensions of the team effectiveness variable only the absence of trust dimension has an influence on turnover intentions that is equal to 0.026 (p <0.05). This means that there is a significant influence between the dimension of absence of

trust on turnover intentions on X Hotel employees. Of all the dimensions of the absence of trust dimensions have an effect because when employees feel trust with fellow members in a team, communication will be established properly.

This is like research conducted by Ariyabuddhiphongs (2017) that team effectiveness has an influence on turnover intention. Costigan (2013) said that turnover intention can be influenced by teams that do not run effectively, causing employees to move to other companies in a short period of time. Ababneh (2016) that teams that trust each other with fellow members can make the team's performance better, whereas when trust, teamwork is not good will make employees feel uncomfortable and have a desire for turnover. Furthermore, Burt (2009) in his research explained that new employees are vulnerable to turnover intention if the group / team does not have trust between one member and another member.

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