

The Influence of Resilience and Work Motivation on Employee Turnover at BAZNAS West Java Province

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ABSTRACT

This study aims to determine whether the effect of resilience and work motivation on employee turnover at BAZNAS West Java Province. The factors tested in this study were resilience and work motivation as independent variables, while employee turnover was the dependent variable. The research method used in this research is the verification method. The population in this study were employees at BAZNAS, West Java Province. The sampling technique used in this study is a non-probability sampling technique with a saturated sampling technique, so that the total number is 63 people. The analytical method used in this research is multiple linear regression analysis using SPSS Vers.25.00. The results showed that resilience and work motivation influenced employee turnover at BAZNAS, West Java Province. In addition, the magnitude of the effect of resilience and work motivation on employee turnover is 57.1%.

Keywords: Resilience, Work Motivation, and Employee Turnover.

INTRODUCTION

Human resources are one element that has an important role in a company. Human resources play a role in driving all company activities. Human resources are all humans who are involved in an organization's goals in realizing the realization of the organization. Therefore, human resources in a company must be managed properly so that sales can help the company achieve the expected goals [Ahmad \(2015\)](#). Competition in the world of philanthropy develops with changing times. Moreover, the condition of the Covid-19 pandemic that hit Indonesia in the last 2 years had an impact on the socio-economic sustainability of the community, especially the continuity of work and a decrease in worker income. To be able to continue to develop its business processes, philanthropic institutions must of course be able to continue to change according to the times.

BAZNAS West Java Province is a philanthropic institution engaged in the collection of Zakat, Infaq, Alms and other Religious Social Funds under the auspices of the Ministry of Religion. Philanthropy in the context of Islam in question is an activity carried out by a

community that aims to improve the quality of life of the community, including through giving activities [Sudirman, Zaenal, and Pramono \(2019\)](#). BAZNAS West Java Province experiences a change of leadership every period or changes every 5 years. At the end of 2020 BAZNAS West Java Province made a change of leadership. This is certainly a challenge for the amil in BAZNAS West Java Province to be able to adjust himself to the new leadership and also the new targets made by his leadership. Indirectly, West Java Province BAZNAS employees must be able to adapt and continue to develop themselves to new situations where the Covid-19 outbreak conditions make things quite difficult, especially in the collection and management of ZIS funds as well as adapting to policy changes due to changes in leadership.

However, the phenomenon that occurred at BAZNAS West Java Province in the last 1 year of 2020 showed that many employees had resigned from the organization compared to the previous year. From interviews conducted by researchers, most employees find it difficult to adjust to the existing conditions in the organization where they have to adjust to the policies of the new leadership but also have to continue to maximize their performance in the midst of the ongoing Covid-19 pandemic. Some interviewees even admitted that they had thought of quitting the office at a certain time. From the results of interviews conducted there are several factors that cause employees to want to leave/quit from the office, including due to work demands, and physical and psychological conditions. The demands of the work are felt heavy because of the different leadership styles of the new leadership which are quite different from the previous leadership where the rhythm of the previous leader was quite relaxed and had a more relaxed work pattern, while for the current leadership, there were quite a number of differences such as quite a lot of targets and various programs. The demands of this work affect the work style that must be done by employees so that it affects the motivation of employees in completing their tasks. From the motivation that is affected by the work demands of this employee, it triggers employees to think about quitting their job. To be able to continue to survive in this condition, West Java Province BAZNAS employees must have a high level of resilience so that they can continue to survive in these conditions to continue to maximize their performance. In addition, human resource management at BAZNAS West Java Province is also deemed necessary to maintain the motivation of employees so that they can continue to survive and maximize their performance for the organization.

LITERATURE REVIEW

Resilience

Resilience is a person's ability to show courage and adaptability in difficult situations [Wagnild and Young \(1990\)](#). According to [Wagnild and Young \(1990\)](#), state that the dimensions of resilience are as follows:

1. Meaningfulness
2. Perseverance
3. Self Reliance
4. Existential Aloneness
5. Equanimity

Work Motivation

Work motivation is the driving force or impetus in a person to want to behave and work diligently and well in accordance with the duties and obligations that have been given to him [Fadhila and Sulistiyani \(2022\)](#). According to [Jha \(2010\)](#), state that the dimensions of work motivation are as follows:

1. Need For Achievement
2. Need for Power
3. Need for Affiliation

Employee Turnover

Turnover intention is the result of an individual's evaluation of the continuation of his relationship with the company where he works but has not been realized in real action [Cole and Bruch \(2006\)](#). According to [Cole and Bruch \(2006\)](#) states that the dimensions of employee turnover are as follows:

1. Thinking of Quitting
2. Search for Another Job
3. Intention to Quit

Framework

Below will be presented a picture of the framework of thought as a form of research flow of thought, namely as follows:

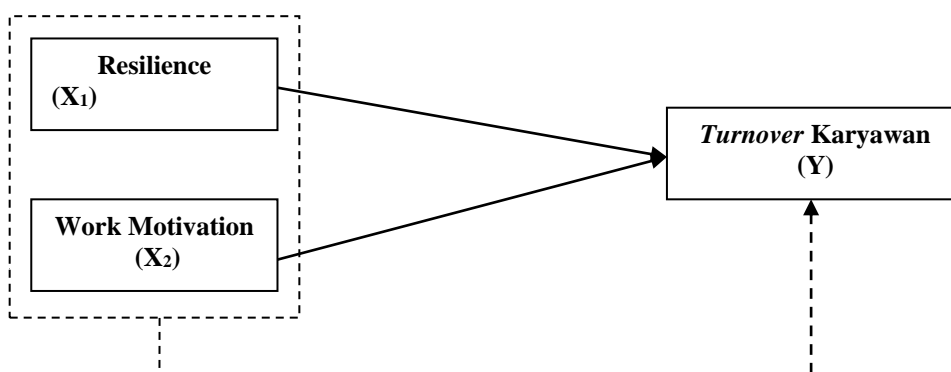


Figure 1 Framework

Research Hypothesis :

- H₁ : There is an effect of resilience on employee turnover.
- H₂ : There is an effect of work motivation on employee turnover.
- H₃ : There is an effect of resilience and work motivation on employee turnover.

RESEARCH METHODOLOGY

This type of research includes quantitative research using verification methods. The sampling technique used a saturated sample with a total sample of 63 BAZNAS employees of West Java Province. Types and sources of data, including primary data. Data collection techniques using a questionnaire. The independent variable is resilience and work motivation, while the dependent variable is employee turnover. Data analysis used multiple linear regression.

RESULTS AND DISCUSSION

Results

Table 1: Multiple linear Regression Analysis

Model	Coefficient
constant	5.154
Resilience	-0.505

Work Motivation -0.502
 Source: SPSS Output Results

$$Y = 5,154 - 0,505 X_1 - 0,502 X_2$$

Based on table 1 above, it is known that resilience and work motivation have a negative influence on employee turnover. This means that the high resilience and work motivation of employees will have an impact on low employee turnover, and vice versa.

Table 2: Partial Hypothesis Testing

Model	T Value	Probability Value	Results
Resonance	4.959>2.000	0.000<0.05	H1 Accepted
Work Motivation	4.799>2.000	0.000<0.05	H2 Accepted

Source: SPSS Output Results

Based on table 2 above, it is known that partially there is an effect of resilience and work motivation on employee turnover.

Table 3: Simultaneous Hypothesis Testing

Model	F Value	Probability Value	Results
	39.905>3.18	0.000<0.05	H3 Accepted

Source: SPSS Output Results

Based on table 3 above, it is known that simultaneous there is an effect of resilience and work motivation on employee turnover.

Table 4: *Simultaneous Coefficient of Determination test*

Description	Value	Percentage
R Square	0.571	57.1%

Based on table 4 above, it is known that the magnitude of the effect of resilience and work motivation on employee turnover is 57.1%.

Table 5: Partial Coefficient of Determination Test

Description	Value	Percentage
Resilience* Employee Turnover	0.395	39.5%
Work Motivation* Employee Turnover	0.333	33.3%

Based on table 5 above, it shows that the amount of resilience to employee turnover is 29.2%, while the amount of work motivation to employee turnover is 27.9%.

Discussion

The Influence of Resilience on Employee Turnover

The results showed that resilience has an effect on employee turnover. The amount of resilience to employee turnover is 29.2%. It can be explained that resilience can be defined as a person's ability to adapt and have endurance, as well as the persistence in facing any difficult conditions [Lee and Chi \(2012\)](#). Resilience involves returning to an initial equilibrium or level of equilibrium (in threatening situations), thereby providing the ability to adapt successfully in life. In fact, resilience is now considered as the active and productive participation of individuals in their environment. In addition, recovery with positive results in emotional, emotional and cognitive resilience. Resilience as the ability to cope with stress

and depression, according to which coping can help individuals return to normal performance. High resilience is associated with higher job satisfaction among employees, while resilience is negatively associated with organizational change intentions [Ghandi, Hejazi, and Ghandi \(2017\)](#).

Resilience can be interpreted as an adaptation process to overcome problems such as trauma, difficulties, past tragedies, threats, or other conditions that can cause stress both from household, health, financial, or workplace problems. Individuals with high levels of resilience at work tend to show less withdrawal behavior despite experiencing difficulties in their work because they have positive emotions to ignore their difficulties. Individuals who have a future perspective tend to have high resilience in dealing with problems at work, and in turn lower their intention to leave their organization ([Wanberg & Banas, 2000](#)).

Resilience is resilience that comes from oneself such as positive emotions (joy, interest, and love) that build and strengthen resilience and serve as protection against stress. Resilience is the capacity to respond in a healthy and productive manner when faced with adversity or trauma, which is essential for managing the stresses of everyday life. High resilience is associated with higher job satisfaction among employees. Employees who have high resilience are able to adapt when faced with changes and are able to find solutions to challenging problems. Highly resilient employees tend to be satisfied with their jobs, demonstrate effective skills and development, and can maintain their energy in stressful situations. The higher the employee's resilience, the lower the employee turnover ([Widati and Muafi \(2020\)](#)). The results of this study are in line with the results of previous studies conducted by [Wagnild and Young \(1990\)](#); [Wanberg and Banas \(2000\)](#); [Widati and Muafi \(2020\)](#), and [Rachmanto, Wibowo, Paramitha, and Purwanto \(2021\)](#). The results of his research show that resilience has an effect on employee turnover.

The Influence of Work Motivation on Employee Turnover

The results showed that work motivation has an effect on employee turnover. The magnitude of the influence of work motivation on employee turnover is 27.9%. The results of the study show that work motivation is the driving force or impetus in a person to want to behave and work diligently and well in accordance with the duties and obligations that have been given to him [Sutrisno, Kwon, Gunawan, Eldridge, and Lee \(2016\)](#). Motivation is a very important element in efforts to reduce labor turnover. Basically motivation is a supporting factor for employee performance activities and to reduce labor turnover. Motivation can be defined as a process that describes the intensity, direction and persistence of an individual to achieve his goals. Employee motivation is absolutely necessary in all activities that are being and will be carried out to encourage employee passion and morale. Although an employee has high ability and expertise in his field, but lack of passion and high enthusiasm will hinder employee performance and increase labor turnover. Motivation in work does not only come from other people but also comes from oneself. Good motivation comes from oneself because it is done without coercion and each individual has a different motivation to achieve his goals. For the success of a company, work motivation needs to be increased again in order to further reduce labor turnover ([Maryati & Priatna, 2017](#)).

Work motivation shows the level of effort and persistence of employees when working. High work motivation shows that employees are enthusiastic and enthusiastic at work. Employees always work on time, follow applicable work regulations, and have good cooperation with fellow co-workers. Motivated employees will be willing to work hard and earnestly at work. In addition, motivated employees are also known to be persistent in their work. If employees experience obstacles or problems at work they will try hard to solve them and not easily give up. Judging from the results of the study, the condition of employees shows low work motivation. Employees are not enthusiastic about work and have low

enthusiasm for their work. Employees only work because of their status as employees in the company, their motivation to work is low. This results in low employee performance. Employees with low work motivation tend to think of looking for work elsewhere, because they think the company does not value them with appropriate rewards that other similar companies can do. Because employee motivation is low, it can be seen that the desire to leave work is also high (Blau, 1993).

If work motivation can be increased, it can directly reduce or suppress the desire of employees to leave the company. On the other hand, if work motivation cannot be increased, it can directly increase or cause an employee's desire to leave the company Anggraeni et al. (2020). The results of this study are in line with the results of previous studies conducted by Cardon (2008); Clark (2003); Green Jr, Finkel, Fitzsimons, and Gino (2017); Lowman (1990); Rizky and Ardian (2019); Sajjad, Ghazanfar, and Ramzan (2013). The results of his research show that work motivation influences employee turnover.

CONCLUSIONS AND SUGGESTIONS

Conclusions

1. Resilience has an effect on employee turnover. So the higher the resilience, the lower the employee turnover.
2. Work motivation has an effect on employee turnover. So the higher the work motivation, the lower the employee turnover.
3. Resilience and work motivation have an effect on employee turnover. So the higher the resilience and work motivation, the lower the employee turnover.

Suggestions

1. Increase resilience by increasing the desire to become a better employee. Provide warnings and sanctions to employees who are not disciplined at work. Always share with the leader or with other co-workers to ask how to solve problems at work. Self introspection by evaluating any mistakes that occur. Attending seminars or studies to increase self-confidence, so that life has a purpose.
2. Increase work motivation by considering praise as a reward for achievements, as well as motivation to work better. Contribute suggestions so that the work can be completed quickly. Increase group collaboration by getting closer to each other, such as holding a gathering together or traveling with other employees to establish closeness with each other.
3. Reducing employee turnover by increasing comfort and security in the company environment, so that employees feel at home with their work. Give awards or rewards to employees who excel. Conduct joint evaluation activities, to introspect each other and correct any mistakes in the work environment.
4. It is hoped that future researchers will not only focus on the factors in this study but can add other factors that might affect employee turnover such as motivational factors, leadership styles, work environment, work stress, and other factors. In addition, so that the results of this study can be used widely, it is hoped that future researchers will not only focus on the BAZNAS of West Java Province, but can use other research subjects.

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