

EMPLOYEE ATTITUDE BEFORE AND AFTER WORK RELATIONSHIP POLICY

Kasaya Annisa Rahmania¹

Agus Riyanto²

Yudha Heryawan Asnawi³

¹Sekolah Bisnis Institut Pertanian Bogor

¹kasayaannisa@yahoo.com

²Sekolah Bisnis Institut Pertanian Bogor

²agusriyanto.ipb@gmail.com

³Sekolah Bisnis Institut Pertanian Bogor

³yudhaherryasnawi@gmail.com

ABSTRACT

The process of work termination of employment is done carelessly, the process is carried out with careful consideration. Termination of employment by PT. This XYZ has an impact on the changing attitudes of its employees. Employee attitude is an important factor in contributing to promotion and high commitment in management practices. Data can be divided into two parts, namely primary data and secondary data. Primary data is a source of data collected by the authors themselves, while secondary data is data collected from other parties. The processing method uses the T test. Termination of employees at PT XYZ provides an increase in employee performance improvement. This can be seen from the faster monthly fulfillment target for employees who are able to innovate and be innovative to work better. PT XYZ's policy must be able to have a positive impact on employees' commitment to remain in the company. The commitment of employees is important for companies in order to maintain assets. This research hopes to be a recommendation for policy makers in the organization.

Keywords: Employee, Management, work termination

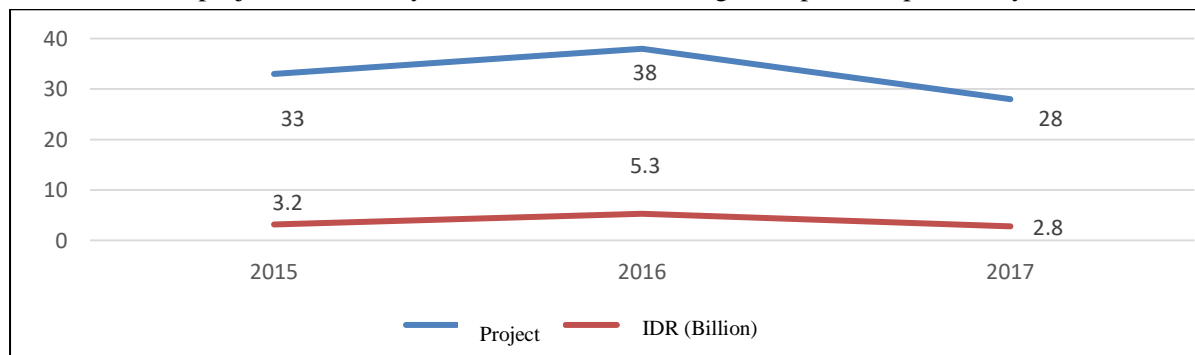
JEL Classification: [example: D43, L12, G32]

INTRODUCTION

At this time many companies are making efforts to increase production as much as possible, and or reduce costs or costs as low as possible. In employment, policies are sometimes used to terminate employment or layoffs to support this efficiency. The loss is not only felt by employees affected by layoffs, but also employees who still survive in the company. Zuhartati (2010), said that this condition had a negative effect on the psychological condition of employees, such as decreased productivity, a lot of mistakes in carrying out work, decreased enthusiasm and interest in the job, and anxious feelings about the employee if at any time he experienced termination of employment . The termination policy also has an impact on changing employee attitudes.

The attitude of employees is a picture of activities carried out in carrying out daily life in the office. Employee attitude is a reflection of several important indicators that can affect employee performance. Attitudes are evaluative statements, both desirable and undesirable, regarding objects, people or events (Robbins, 2001). The types of attitude according to Robbins (2001) are job satisfaction, involvement and commitment to the organization. While the case in the company involves more complex variables, namely performance, workload, work motivation, leadership style, organizational culture, organizational commitment, and employee job satisfaction. PT XYZ is an environmental consultant engaged in the management of environmental permits. PT XYZ has been established for 28 years. In doing business, PT XYZ has been trusted by several national and international companies.

A few months back on the grounds of efficiency and effectiveness of the company, PT XYZ downsized employees and reduced the number of their employees. Termination of employment is done so that the costs incurred by the company are not large. This reason was done because in 2017 the value of the project obtained by PT XYZ was not too large compared to previous years.



Source: PT XYZ (2017)

Figure 1. Graph of 2015-2017 Project Number and Company Turnover

Based on the graph above there is a negative trend that can be seen from the decline in projects and the decline in turnover from companies in the last three years. In 2015 to 2016 there was an increase in the project and the turnover value of the company, therefore PT XYZ increased the number of employees, which originally amounted to 31 to 50 employees. However, in 2016 to 2017 there was a decrease in the project and the company's turnover which was originally amounted to 5,341,639,721 to 2,809,501,376, so that the number of employees was reduced to 30 employees.

The decline was thought to be due to company performance that was not in line with client expectations. Basically the company's performance comes from the performance of its employees. Sari (2012) states that judging from the quality, performance issues are very influential on the company. Good quality work, the company's performance will be good. Whether a company is growing or not can be seen from the performance of employees who work at the company.

In the company regulations PT. XYZ, stated that the company's target in performance appraisal is 70% of employees must have a range of good values, while in recent years, the target has not been achieved. It could be said that the poor performance of the company was caused by the poor performance of the employees of PT. XYZ itself

The process of termination of employment is certainly not done haphazardly, the process is carried out with careful consideration. The company does not randomly select employees who will be terminated, but by looking at a number of indicators from PT XYZ, while some of these employee indicators can be fired as follows:

- a. Often absent without reason
- b. Did not reach the target set by the company
- c. Acting unlawfully
- d. Breaking company regulations

In the beginning, PT XYZ had 50 employees, but due to its suboptimal performance, the company took the termination of employment. Termination of employment is the last action the company should take to maintain the company's existence. Termination of employment by PT. XYZ has an impact on the attitude change of its employees. Employee attitude is an important factor in contributing to productivity and the introduction of high commitment in management practices (Rodwell, et.al, 2003). This study aims to analyze changes in employee attitudes before and after the issue of layoffs.

The number of employees of PT XYZ in 2015 amounted to 31 people, but in 2016 there was an increase in divisions and an increase in the number of employees which was quite high around 60% to 50 people and again declined dramatically around 40% in 2017. The total fluctuations of employees at

PT XYZ were due in 2016 the company wants to increase company profits through the link and the ability to recruit new employees. This is evident from the many projects obtained in 2016 to mid-2017.

In 2017, there was a decrease in the number of projects and turnover from PT XYZ. Where this is allegedly due to company performance sourced from employee performance that is not in accordance with the targets and expectations of the client. On this basis the company began evaluating the performance results one by one its employees. In mid 2017 the company adopted a policy to terminate employment, where the policy has a major impact on changes in employee attitudes.

The employee's attitude can be seen from several variables, such as employee performance, workload, work motivation, leadership style, organizational culture, organizational commitment and employee job satisfaction. On this basis, several questions were related to the research problem. How do attitudes differ (performance, workload, motivation, leadership style, commitment, job satisfaction) before and after the employment termination policy at PT XYZ.

LITERATURE REVIEW

Hasibuan (2001) said the termination of employment is the cessation of individuals as members of an organization accompanied by financial rewards by the organization concerned. In human resource management theory, termination of employment is known as the term turnover. Termination of employment is defined as the permanent cessation of employment between the company and its employees, as a separation between the company and workers, the transfer of labor from and to other companies or the cessation of employees from companies that pay them for various reasons. (Kuncoro, 2009).

Performance is the result of a person as a whole during a certain period in carrying out the task, such as work standards, targets or target criteria that have been determined in advance and have been agreed upon (Veithzal, 2005). Musthaq et al (2014) states that employee performance shows the effectiveness of employee specific actions that contribute to achieving organizational goals. Robbins (2001), said that performance is an interaction function of ability, motivation and opportunity. Performance is basically what employees do or don't do. Performance is very important in a company to achieve its goals.

Suwatno (2013) workload is a number of activities that must be completed by an organizational unit or position holder systematically using technical workload analysis, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit. Maliq et al (2010) that termination of employment has a significant impact on workload, where the workload that is normally divided into large groups, after the termination of employment policy must be carried out by smaller groups.

Berendoom and Stainer (1993) define motivation as a mental condition that drives activity and gives energy that leads to achieving needs, giving satisfaction or reducing imbalances. Hasibuan (2001), defines motivation as providing the driving force that creates the excitement of one's work, so that they want to work together productively to achieve and realize the goals that have been determined.

Leadership style is a pattern of behavior that is designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized. A leader must apply the leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals (Waridin et al 2005). Tjiptono (2006) states that leadership style is a way used by leaders in interacting with their subordinates.

Warner and Joynt (2002) interpret the culture of Berthon (1993) as a result of human action. Culture in an organization is a characteristic of the spirit or atmosphere (spirit) and belief (believe) carried out in the organization (Torrington, 1994). The culture in an organization will be different from other organizations. Moreover, organizations exist in different countries. Therefore, we need to

understand cultural differences between countries that are very diverse so that they can manage these differences.

An employee's commitment to his organization can be an important instrument to improve the performance of that employee (Khan et al., 2010). Organizational commitment is a situation where an employee sides with a particular organization and its goals and desires to maintain membership in the organization (Robbins and Judge, 2001).

Blum (1956) suggested that job satisfaction is a general attitude, which is the result of some special attitudes towards work factors, adjustment and social relations of individuals outside of work. Cornick & Tiffin (2003) argues that job satisfaction is closely related to the attitudes of employees towards their own work, work situations, cooperation between leaders and employees. Blum (1956) suggested that job satisfaction is a general attitude, which is the result of some special attitudes towards work factors, adjustment and social relations of individuals outside of work.

METHODS

This research will be conducted at PT XYZ which is located on Juanda Street, Bogor City. The research will be conducted in August 2018 until December 2019. This research uses a combination method. Descriptive method with a survey approach through filling out questionnaires by PT XYZ employees. The questionnaire was prepared based on questions and statements that were concise, clear, non-repetitive and easily understood by respondents and relevant to the purpose of this study. Respondents in this study were employees of PT XYZ. The sampling method in this study uses a census that is by taking a comprehensive sample of data from the actual population then get 30 respondents who are total employees of PT XYZ besides after taking data using a questionnaire also taken 9 representatives who will be interviewed in depth to find out the reason for the difference before and after the layoff policy is that there are two representatives from the company's leadership and seven from the company's employee representatives.

Data can be divided into two parts, namely primary data and secondary data. Primary data is a source of data collected by the authors themselves, while secondary data is data collected from other parties, in this case, namely PT. XYZ Sumarsono (2004) argues that the list of questions or questionnaire is interpreted as a written list containing a series of questions about a particular matter to be answered in writing as well. The questionnaire can also be interpreted as one of the data collection techniques in survey research in the form of written questions and is intended for participants or respondents to explore information and opinions related to the research variables being studied by the author.

RESULTS

PT XYZ is a Canadian-Indonesian joint venture company established in 1990 to provide consulting services in the areas of marine development, natural resource management, environmental monitoring, GIS and remote sensing, training, and institutional strengthening.

PT XYZ is an environmental consulting company founded in 1974 and based in British Columbia, Canada. In Canada, the Company operates in West Vancouver, British Columbia, and Fort McMurray, Alberta. Globally, PT XYZ has offices in Bogor, Jakarta, Indonesia, Vientiane, Lao PDR, and Gaborone, Botswana. The company has worked on more than 1,000 projects for private and public sector clients in Asia, North and South America, Europe and Africa.

PT XYZ gives its clients the combined benefits of solid technical and managerial support, as well as a local presence in Indonesia. Expatriate experts from the Company have deep international experience to complement and support Indonesian national experts in conducting comprehensive studies, project management and implementation to meet domestic, corporate and international requirements.

Since 1990, PT XYZ has provided services in various sectors, including multinational companies in the mining, marine, oil and gas, petrochemical, mining, pulp and paper, forestry, energy, pharmaceutical and biodiversity conservation sectors. PT XYZ has assisted government agencies throughout Southeast Asia to manage training and institutional strengthening programs including institutional capacity building. In addition, by applying modern technologies such as remote sensing and GIS technology to overcome environmental problems; major projects focused on environmental assessment, monitoring and mining impacts as well as mine closure and reclamation plans. By using an extensive network of local and international technical experts, and offering environmental services to a variety of clients.

The ability of PT XYZ in providing environmental services has been widely recognized, especially in quality and implementation as well as timely responsibilities related to project management, environmental assessment and management, as well as capacity building and training. Staff have extensive scientific and management expertise to complete environmental projects in a cost effective, timely manner and with the highest technical standards. PT XYZ designs and conducts scientific research to meet clients' special needs. While attention is also being paid to technical standards as a consistent feature of all work, companies adapt projects to meet national, international or internal company standards, as required by clients. The company also has an extensive network of Indonesian citizen expert teams to complete the project team as needed.

Validity test in this study was conducted to ensure all variables and parameters used in the study were in accordance with what was expected. Sugiyono (2010) explains the validity test is done to test the true research instrument is able to measure accurately. The validity of the output value obtained shows the extent of the measurement instrument differences, this also reflects the diversity of the objects of research. The formula is determined by comparing the value of r table with r count (r_{xy}) at a significance level of 5%. r_{table} or output limits to be said to be valid if it has exceeded 0.361. It is known that the results of testing all indicators used are valid, so that it can proceed to the next stage.

Changes that occur in the company related to the issue of dismissal of employees become the basis for identifying changes that occur in management, especially related to human resource activities as operational support. The assessment is carried out before and after the policy of dismissal of company employees. Paired T-Test is used as a basis for analyzing whether or not there are changes that occur in some variables used in research. Fadhlán and Arifin (2017) explained that the T-Test can be used as a basis for determining differences before and after the consequences of a policy. Different tests are important things that must be done but are not able to give an idea of the influence or correlation with other variables (Paramita and Ayiningsari 2013).

PERFORMANCE

PT XYZ has implemented a policy of dismissal of several employees to maintain the company's sustainability. For management this is expected to be able to improve employee performance. For companies the performance of employees is an important thing that concerns the results to the company. Company policies related to dismissal of employees have an impact on real changes in employee performance. This is known from the output value below 0.05 or 5 percent. Changes in performance are proven to provide improved performance as seen from the increased value of 3.13 or it means that company policy has succeeded in improving employee performance.

The work of employees can meet the quality set by the company. This is measured with better quality, which is seen from the knowledge in understanding the problems that exist in the company. Employees are considered to be more disciplined in working so they are able to work better than before the company policy. Nwinyokpugi (2015) explained that the discipline of employees is very important to be continuously maintained and improved, this is the basis for valuing every work they do. Employees who are able to increase their sense of discipline are able to have an impact on improving their performance.

Employees are able to work better than seen from the quantity of work. Where this is illustrated by the number of jobs that can be done by each employee. Management policies are proven to make employees more efficient in using time in completing tasks. Wilson and Heyyel (1987) state that the quantity of work is important and must be an indicator of company progress.

PT XYZ employees are also able to work together better with their team members. PT XYZ's policy is able to provide encouragement for employees to explore themselves, which is illustrated through the sharing of ideas and trust between members that is useful in improving each work's unique or division within the company. Lawasi and Triamanto (2017) stated that teamwork is the basic capital for the company in accelerating the company's performance for the better. This is usually illustrated through the trust or trust of each member.

CULTURE

Culture is an important part that is considered capable of playing a role in shaping the character of each individual in the organization. PT XYZ's policy of dismissal of some of its employees gives an impact on the existence of cultural changes to be more aggressive and prioritizes effectiveness in activities. Menda et al (2018) that organizational culture will change if there is a change in company policy.

Company policies have an impact on changes in corporate culture or it is said there are differences in implementing culture. Significance value of 0.00 or below 0.05, which means there are significant differences. The policy can improve the company's culture for the better with a value of change of 8.10. PT XYZ which is a consulting company expects its employees to always take the initiative, be creative and innovate to improve their performance. On the other hand, employees are also required to have a higher level of trust in the work that is shown to be responsible for their work. This is a form of being prepared to work seriously for the company.

Employees are also required to be able to work precisely and accurately. Where this must be supported by the existence of clear information related to performance measures. The company continues to make details that are more related to workers and their goals in order to facilitate the work achievement of employees and the company. PT XYZ culture remains the same to be results-oriented. Which is illustrated by the effort to always optimize results and work performance. The company has also supported through the improvement of facilities and give awards to employees who are able to get the target and or exceed the specified target.

The company currently also prioritizes teamwork, which is intended to be able to maintain company performance. Fulfillment of group targets is also prioritized after individual targets are achieved. This is considered by management as a driving force in achieving company goals. The company is currently more aggressive in each of its activities so that in carrying out its activities, this condition is carried out to improve the company's performance in the eyes of its clients. The company also realizes that these changes have an impact on the high pressure on its employees, so it maintains things by improving the work environment of each employee. PT XYZ had initially adopted a family culture that made employees feel comfortable to stay in the company. After the policy of job termination by the company began to change the culture to be more aggressive. This condition was carried out in order to achieve and improve company performance which had declined. This condition is supported by increasing the participation of other employees in serving clients handled by PT XYZ.

Horrid an Abdolkarimi (2016) explained that organizational culture must be able to be maintained in every individual who works in the company. This condition maintains the enthusiasm for working better during the crisis and afterwards. Joyner et al (2013) explained that a good culture is able to save the company's worst conditions, this finding is because culture is often associated with the basic values of the organization. Deverell and Olsson (2014) explain that good cultural understanding has an impact on adaptability in times of crisis in the company. Conditions are in line with company conditions where company culture must be the basis for working in the company, so that the impact after the policy can have a positive effect.

MOTIVATION

Employee motivation becomes an important thing that needs to be considered by the company. It is hoped that PT XYZ's policy can increase the motivation of each employee to work better. This is because if employees have high motivation in working, it will have an impact on better performance. Changes in employee motivation before and after company policy. It is known that there is a real difference between before and after shown with a value below 0.001, in addition to the motivation of employees to work better after the policy of 0.50 points. Conditions indicate that the company's policy is appropriate to increase motivation in general at PT XYZ employees. Company policy indirectly provides stimulus to every employee who perseveres to work more seriously, add insight and want to excel at work. This makes employees have to enjoy each process. The company has succeeded in increasing the desire of employees to work far better.

The employees of PT XYZ are also considered to be more responsible after the policy is made so that they work harder than before. PT XYZ also benefits from the motivation of employees who work better than before the dismissal was carried out on several employees. PT XYZ employees are now considered better at interacting with people around them. This condition is illustrated by the good relations between colleagues and always cooperating with other employees.

The company believes that motivation to work is an important thing that can improve company performance in general. In this case the company through leadership continues to encourage the remaining employees to increase their capacity. This can be done by attending training or lecturing classes. On the other hand the company realizes that currently does not have an objective assessment to force employees to do the transformation, because the company must have a learning module.

Bakanauskiene and Ubartas (2012) explain that motivation to continue working well is something that companies want to protect. Crisis conditions indirectly have an effect on employee morale which is declining, management needs to ensure that this condition will return well in order to encourage each of its employees. Zavadsky et al (2015) explains that crisis conditions often provide unrest for employees so that the impact on the decline in motivation (motivation) to work well. The role of the leader needs to be shown to maintain a sense of confidence that the company will survive past the conditions that occur. PT XYZ is known to experience financial problems so that it expelled some of its employees, but this condition is anticipated by providing encouragement to keep working faster and better.

WORKLOAD

Workload is a part that is always there in every work activity. Adityawarman (2015) explained that the workload that needs to be managed by the company in order to maintain company performance. PT XYZ's policy of dismissal clearly has an impact on reducing the number of employees in the company, thus impacting on the increasing work quantum of each employee. It is known that there are significant differences from before and after the policy, this is evidenced from the output values below 0.05. Employees consider that company policy increases employee workload by 5.5 points or it can be interpreted that the policy increases the number of jobs for each employee.

The number of employees owned by PT XYZ has basically been determined by the amount in accordance with the existing workload. Dismissal of employees has an impact on increasing workload for each employee who remains in the company. At present the number of employees in each department or work division handles more workloads. This is evident from the increasing division of labor despite the same amount of workload.

Employees recognize that the sense of enjoyment of a job is reduced, due to a reduction in the number of employees. Employees also feel that the workload provided is not appropriate. Management perceives this as a form of fairness that will diminish over time. Potter (2015) explains that in a change there will be a part that refuses but the company's goals must remain priority.

The company's policy has an impact on changing targets and increasing working hours. It is anticipated by employees by making clearer instructions so that employees are able to quickly understand each of the objectives set by the company. Sidik and Winata (2016) explain that organizations can develop better instructions through direct instruction in order to achieve targets.

The workload of PT XYZ's employees is known to increase, this is felt by the addition of work. Conditions before the policy was carried out that employees focus on each job in their respective divisions, but after the policy carried out additional workload. This as a form of company efficiency in order to survive is uncertain.

Ayuisda and Made (2019) increased workloads are still able to have a positive influence on performance, this is due to the potential that can be explored and used by management. Companies need to adjust the right workload in order to produce the best performance that is effective and efficient. Molino et al (2015) illustrates that workloads which are increased gradually can have an impact on improving performance, but this will reduce the comfort and satisfaction at work. Conditions that occur at PT XYZ that the workload continues to increase since the policy was implemented but the remaining employees are still biased to work on each additional work given. Ayuisda and Made (2019) increased workloads are still able to have a positive influence on performance, this is due to the potential that can be explored and used by management. Companies need to adjust the right workload in order to produce the best performance that is effective and efficient. Molino et al (2015) illustrates that workloads which are increased gradually can have an impact on improving performance, but this will reduce the comfort and satisfaction at work. Conditions that occur at PT XYZ that the workload continues to increase since the policy was implemented but the remaining employees are still biased to work on each additional work given.

CONCLUSION

Termination of employees at PT XYZ has an impact on improving employee performance. This can be seen from meeting monthly targets faster and employees are able to innovate and take the initiative to work better. The policy of PT XYZ was able to have a positive impact on employees' commitment to remain in the company. The commitment of employees is important for companies in order to maintain intangible assets they have. The management of PT XYZ is able to improve the implementation of work culture at work. This is realized as a form of unification of character and mutual expectations in achieving company goals.

Employees are aware that the impact of the termination policies undertaken by management provides damages to the increase in workload, but this is a consequence of the implementation of the policies carried out. The motivation of the employees of PT XYZ increased after the dismissal policy was carried out, this condition occurred because of the awareness of the employees and the encouragement of the leader to work better than before.

REFERENCE

- Adityawarman Y. 2015. Pengaruh Beban Kerja terhadap Kinerja Karyawan PT. Bank Rakyat Indonesia (persero) Tbk Cabang Krekot [Tesis]. Bogor (ID) : Institut Pertanian Bogor
- Bakanauskiene I, Ubartas M. 2012. The changes of employee's motivation in the crisis conditions: the case of a telecommunication company. In *Impresa Progetto Electronic Journal of Management*. 1(1) : 1-10.
- Berendoom B, Stainer. 1993. *Human Resources Management*. New York (US) : McGraw Hill.
- Hasibuan, Malayu. 2001. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara
- Robbins, Stephen P. 2001. *Perilaku Organisasi: Konsep, Kontroversi, Aplikasi*, Jilid 1, Edisi 8, Prenhallindo, Jakarta.

- Suwatno, 2013, Manajemen Sumber Daya Manusia Dalam organisasi publik dan. Bisnis , Bandung (ID) : Alfabeta
- Tjiptono F. 2006. Strategi Pemasaran. Yogyakarta (ID) : Andi Offset
- Veitzal R. 2004. Manajemen sumberdaya manusia untuk perusahaan. Jakarta (ID) : Raja Grafindo
- Warner M, Joynt P. 2002. Introduction: Cross-Cultural Perspectives. Managing Across Cultures: Issues and Perspective. London (UK) : Thomson Learning
- Willson, Heyyel. 1987. Hand Book Of Modern Office Management and Administration Service. New Jersey (US) : Mc Graw Hill Inc.
- Zulhartati, Sri. April,2010. Pengaruh Pemutusan Hubungan Kerja terhadap Karyawan Perusahaan. Pendidikan IPS, FKIP, Universitas Tanjungpura, Pontianak. Jurnal Pendidikan Sosiologi dan Humaniora Vol. 1. No 1
- Lawasi ES, Triatmanto B. 2017. Pengaruh Komunikasi, Motivasi Dan Kerjasama Tim Terhadap Peningkatan Kinerja Karyawan. 5(1) : 47-57
- Waridin, Bambang, GURitno. 2005. Manajemen. Alih Bahasa: Drs. Alexander Sindoro. Jakarta (ID) : Bhuana Ilmu Populer.
- Kuncoro M. 2009. Metode Riset Untuk Bisnis & Ekonomi. Penerbit. Jakarta (ID) : Erlangga
- Musthaq R, Shoib S, Shah T, Musthaq S. 2014. Relationship Between Loneliness, Psychiatric Disorders and Physical Health ? A Review on the Psychological Aspects of Loneliness. *Journal of clinic and diagnostic research*. 8(9) : 71-78
- Robbins SP, Judge. 2001. Perilaku organisasi. Jakarta (ID) : Salemba empat

Appendix

Table 1 Employee performance

Description	Output	Information
Before Policy	22.80	Enhancement
After Policy	25.93	
Significance	0.000	There are Significant Differences

Table 2 Culture

Description	Output	Information
Before Policy	198.23	Enhancement
After Policy	206.13	
Significance	0.000	There are Significant Differences

Tabel 3 Motivasi

Description	Output	Information
Before Policy	60.93	Enhancement
After Policy	61.43	
Significance	0.001	There are Significant Differences

Table 4 Workloads

Description	Output	Information
Before Policy	29.3	Enhancement
After Policy	34.8	
Significance	0.000	There are Significant Differences