

Effect of Job Satisfaction and Organizational Commitment on Turnover Intention on Employees at Pt Papyrus Sakti Paper Mill

Jonathan Pratama Tonbeng and Sekar Wulan Prasetyaningtyas
BINUS University, School of Business Management, Jakarta

Abstract - The purpose of this study was to determine and analyze the various influences contained in job satisfaction, organizational commitment to turnover intention on permanent employees at PT Papyrus Sakti Paper Mill. The object of this research is data on turnover intention, job satisfaction and organizational commitment which have been distributed through questionnaires and filled out by employees at PT Papyrus Sakti Paper Mill. The sample in this study were 25 people who were employees at PT Papyrus Sakti Paper Mill. The variables in this study consist of: Job Satisfaction (X1) and Organizational Commitment (X2) and Turnover Intention (Y). This research is quantitative, in which the researcher tests the reliability, validity, and hypothesis and is carried out using the help of PSPP computer software. Based on the results of the reliability test through the PSPP, as a whole, Turnover Intention is declared reliable because the results obtained are 0.79. Meanwhile, for Job Satisfaction, there is Cronbach's Alpha from a total of -1.38. Also, for the Organizational Commitment of PT Papyrus Sakti Paper Mill's Employees, there is Cronbach's Alpha from a total of -3.38. For the results of the hypothesis, Turnover Intention is accepted because it fits the alpha criteria (0.05), where H_0 is accepted (0.914), and is greater than 0.05. Meanwhile, Job Satisfaction and Organizational Commitment both reject H_0 because the result is negative (less than 0.05). Meanwhile, for validity, the result is mostly turnover intention which is valid because it fulfills the r table (0.396), while job satisfaction and organizational commitment mostly do not meet the r table determined from 25 samples that researchers have tested previously. (JP).

Index Terms - Job Satisfaction, Organizational Commitment, and Turnover Intention.

INTRODUCTION

Human Resources are resources carried out by employees in carrying out the tasks assigned by the company. According to Bohlander and Snell (2010), human resources (HR) is a branch of science that studies how to empower all

employees in the company with the aim of making something work (divisions that may not exist in an organization have never been / have never existed), listening), working groups (based on the division applied for), and developing employees who have the abilities and skills they have, as well as identifying an approach that can be used to develop employee performance and reward them for their efforts and work.

An organization is declared successful if the work carried out by employees in the company, the results are seen to attract more attention to the advantages it has (skills, plus values, the nature of its employees, etc.) compared to employees working in other companies (organizations). There are consequences if employees cannot perform at work according to organizational standards, the service will be less than optimal. Because a company is less than optimal, the company must manage its human resources better than before with the aim of advancing a company, so that the company can develop and be more advanced. Leaders will assess their employees by making observations from time to time, both in the office and while on duty in the field.

According to Badriyah (2015), job satisfaction is the feeling felt by employees in the company (organization) during their working period at the company where the employee is currently working, whether it is pleasant (still sticking with the work they are doing) or unpleasant (employees feel boring with their work). work), and related to work in accordance with the assessment carried out by each worker.

According to Zurnali (2010), organizational commitment is a condition that characterizes the assessment of the relationship between employees and the company (organization) which is seen based on the employment contract of the employee concerned and the assessment of the observations made by the employee that affects whether the employee will persist with the work done in the organization. Usually, organizational commitment is determined according to the wishes of an employee in the company where the employee works after the employment contract period ends.

According to Rivai (2009), that turnover intention is an employee's desire to stop working (resign) from a company that is working voluntarily (the will of the employee / not in accordance with the contract period he has), with the reason of continuing his master's studies, taking leave, or moving. to a new place of work according to one's personality. For example: Near his house, facilities at other workplaces are more complete, the salary is higher than the previous company, and so on. The reasons that often arise from employees who have turnover reasons are looking for new work experience outside, so that employees must submit a resignation letter and hand over the work that was last done by the employee who will be turning over, where has the progress been to the Supervisor / company leader, along with returning items borrowed from the previous Company, such as vehicles/computers.

Currently, the high level of employee turnover intention has become a problem that often arises in various companies. Even some HRD managers are confused when they find out that the recruitment process has succeeded in attracting reliable and qualified staff, and in the end it turned out to be in vain because the newly recruited staff have chosen jobs in other companies.

Thus, the questions that arise in this study can be formulated as the formulation of the problem, namely: How is the influence on job satisfaction, Organizational Commitment on turnover intention of Permanent Employees at PT Papyrus Sakti Paper Mill?

Research Objectives and Benefits

a. Research purposes

To find out and analyze the various influences on job satisfaction, organizational commitment to turnover intention of permanent employees at PT Papyrus Sakti Paper Mill.

b. Benefits of research

Researchers have benefits in conducting this research are as follows:

1. Theoretical Benefits

This research can be used as a basis in developing a research model regarding job satisfaction and organizational commitment and turnover intention of PT Papyrus Sakti Paper Mill employees more objectively.

2. Practical Benefits

From the results of this study, the researcher hopes that it can be used as input for the management at PT Papyrus Sakti Paper Mill, Banjaran about job satisfaction and organizational commitment to turnover intention.

3. Academic Benefits

This study provides a good contribution for researchers in developing the discourse of the world of organizations, especially in the influence of job satisfaction and organizational commitment on turnover intention of permanent employees of PT Papyrus Sakti Paper Mill.

THEORETICAL BASIS

Definition of Management

According to Fayol, the notion of management is a process of planning (planning) before doing the work given by the company leadership, organizing, coordinating the division of work per division, and supervising the various resources owned by the company so that all work carried out can achieve goals effectively and efficiently. efficient (as the company expects).

Job satisfaction

According to Robbins (2015: 170) that job satisfaction is an attitude that often appears in the company, monitored based on the work done by various employees in the company as the difference between the amount of rewards received by workers and the amount of rewards that are believed to be received, but the rewards are the fact is not accepted by the worker. Each worker has different characteristics (background), such as skills or training certificates that have been followed, so the level of job satisfaction of the employees can also be different, either high or low level of job satisfaction of the employee, with the aim of having an unequal impact.

According to Mangkunegara (2007:117-119), employee job satisfaction can also be related to the various variables below, as follows.

1. Opportunity for advancement.
2. Job security.
3. Salary.
4. Company and management.
5. Supervision (Control).
6. Working conditions.
7. Social aspects of work.
8. Communication.
9. Facilities.

Organizational Commitment

Organizational commitment is an assessment made by the organization (company) the extent to which people identify themselves with organizations that employ employees in a company. (Wagner & Hollenbeck, 2010).

Factors Affecting Organizational Commitment

1. Personal characteristics of a person
2. Characteristics of the Company
3. Experience of employees in the company they run

Dimensions of Organizational Commitment

According to Robbins & Judge (2014), there are 3 (three) dimensions of an employee's organizational commitment, namely:

a. Affective commitment

Affective commitment refers to the emotional connection of employees, identification and being actively involved (actively participating) in a company, such as providing input for the future to be more advanced and developing and others.

b. Continuance commitment

Continuing commitment refers to individual commitment that is seen based on employee considerations about what should be prioritized when leaving a company, such as campus affairs, banks or what employees in the organization cannot leave behind etc.

c. Normative commitment

Normative commitment refers to the individual's belief about responsibility to the organization (employee resilience while working at the Company) but is not bound by the work contract submitted when entering work.

Turnover Intention

Turnover intention is the desire made by employees to leave (leave) from the company that is working for reasons that cannot be abandoned (priority), and be replaced by new employees to continue (continue) whatever last work was done by employees who have left.

The various indications below, can be used as reasons to predict employee turnover intention in a company. The indications are as follows:

- 1. Increased absenteeism
- 2. Start lazy to work
- 3. Increased levels of violations of work rules
- 4. Frequent protests to the company leadership
- 5. The emergence of negative behavior (as opposed to positive)

Research Model

Based on this framework, Figure 1 is presented about the research paradigm as well as a starting point in formulating research hypotheses. The relationship that occurs between job satisfaction and turnover intention is a negative relationship, where job satisfaction and high organizational commitment can reduce turnover intention among employees. On the other hand, low job satisfaction and organizational commitment will contribute to high turnover intention among employees. The following is a research model of job satisfaction and organizational commitment that affects employee turnover intention:

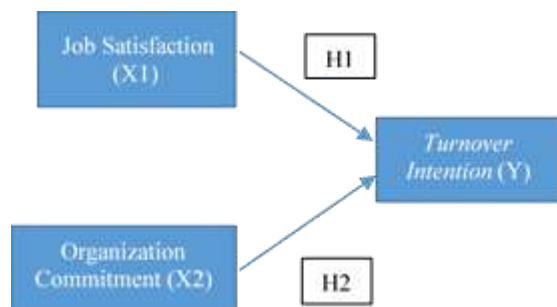


FIGURE 1. RESEARCH MODEL

H1: There is an influence between the variables of Employee Job Satisfaction (X1) on Turnover Intention (Y).

H2: There is an influence between the variables of Organizational Commitment (X2) on Turnover Intention (Y).

RESEARCH METHODOLOGY

Types of research

The type of research used by a researcher to conduct this research is causality (causal relationship). In this study, it is known that as many as 330 employees left due to the monetary crisis, which caused a panic in the world economy which would collapse due to financial contagion in 2015. Thus, the number of employees who initially had 822 people, currently (2019), the remaining 471 people who works at PT Papyrus Sakti Paper Mill, Bandung.

Research Approach

The approach used by researchers to conduct this research is a quantitative approach. Quantitative approach is a research approach in the form of numbers as a tool for analyzing and research studies. In this study, researchers distributed questionnaires. The number of questionnaires that have been filled out by 192 respondents. This number is known at the time of sampling based on the slovin formula from a total of 471 employees, and it will be calculated how many percent of employees carry out activities based on the core of the research topic, in the form of: organizational commitment, job satisfaction and turnover intention.

Research Location and Time

This research was carried out by the author directly at PT Papyrus Sakti Paper Mill, which is located at Jl. Raya Banjaran Km. 16.2 Banjaran – Bandung, West Java. The time of the research carried out by this author starts from June 2020-August 2020.

Population

According to Kuncoro (2009: 118) Population is the total number of employees from all divisions (positions) contained in a company, including the ranks of commissioners and directors in a company. From this study, the researchers found out that the total population from 2015-2019 was as follows: Starting from 2015, the number of employees of PT Papyrus Sakti Paper Mill was 822 people, 330 people left due to the monetary crisis, totaling 485 people. In 2016 there were 485 people, in 2017 there were 482 people, in 2018 there were 460 people, and in 2019, there were 14 new employees in this company, bringing the total to 471. In conclusion, the total population is all employees of PT Papyrus Sakti Paper Mill currently a total of 471 employees.

Sample

According to Kuncoro (2009: 118), the sample is the number taken from the population in the company, but 50% of the total population or some percentage of the total population and so on to be used as research material to conduct questionnaires or interviews. In this study, the

researcher uses the quota sampling method, where the amount of this quota is seen based on the slovin formula attached below, and does not exceed the number of samples that have been determined after being calculated using this slovin formula.

$$n = \frac{N}{1 + Ne^2}$$

FIGURE 2. SLOVIN FORMULA

$$\begin{aligned} n &= \frac{471}{1 + 471 (0,05)^2} \\ n &= \frac{471}{2,1775} \\ &= 191,5 = 192 \text{ peoples} \end{aligned}$$

Data source

According to Zulfadrial (2012:46), the data source is the acquisition of data as outlined in research conducted by a researcher. Sources of internal data conducted by researchers in this study are:

1. Primary Data, Primary data in this study is data collection which is done by distributing questionnaires to the research object and filled in directly by the respondents. In addition, the researchers also obtained data on the number of employees with turnover, job satisfaction and organizational commitment sent directly from the company via e-mail.

2. Secondary data, Secondary data in this study is to find library materials (topics) that will be used in this study as a literature review along with various definitions according to the topic taken by a researcher.

Research Instruments

Research instruments are various methods used to conduct research, namely: collecting data, examining data as a whole, investigating a problem, processing data received from the company and analyzing and presenting data systematically and objectively from a research topic conducted by a researcher. current researchers with the aim of solving a problem in the company under study (problem solving) or testing a hypothesis (allegation). The instrument used by a researcher in conducting this study used a questionnaire about the EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON TURNOVER INTENTION ON EMPLOYEES IN THE COMPANY. This questionnaire was chosen because the researcher was able to identify the various variables used in the study. These variables are: Job satisfaction is an independent variable (X1), which consists of: work performance achieved, recognition, awards for employees based on performance appraisals carried out by company leaders (supervisors), responsibility (discipline) towards employees, and opportunities employees in the company that are achieved with the aim of being more advanced and developing.

Research subject

According to Amirin (1986), the research subject is someone where the person works in an organization
Copyrights @Kalahari Journals

(company) who wants to obtain information in conducting a research both interviews and questionnaires from a researcher. The subject of the research carried out in this study, the authors took the subject of the study were Permanent Employees at PT Papyrus Sakti Paper Mill. The number of research subjects (employees) taken by a researcher was 192 people, of which the employees were at PT Papyrus Sakti Paper Mill.

Object of research

According to Suharsini Arikunto (1998: 15), the object of research is the various variables studied (discussed) from a study conducted by a researcher. The object of research carried out in conducting this research, the researcher took the object of research as follows:

- (1) Employee Turnover Intention at PT Papyrus Sakti Paper Mill.
- (2) Job Satisfaction with the Position of each Employee, and
- (3) Organizational Commitment at PT Papyrus Sakti Paper Mill.

Method of collecting data

The data collection method used by a researcher in this study, one of which is to use a questionnaire (questionnaire). According to Kusumah (2011: 78) a questionnaire (questionnaire) is a collection of written questions that are given to respondents to collect information that will be needed by researchers to conduct the research. By using this questionnaire method, the technique of collecting data from respondents is to provide a list of questions based on the topics studied to 192 respondents with the aim of obtaining the information needed in the study. In addition, by distributing this questionnaire, researchers can get the data more easily, both in the form of numbers and in the form of percentages.

Data Processing Techniques

The data processing can be done with the initial (first) activities carried out by a researcher, namely:

1. Editing, namely the process of checking the overall data that has been collected from the company by the researcher via e-mail and so on, including the completeness of the entries as a whole (from beginning to end), legibility of writing (language), and others. In addition, editing must also be paraphrased according to its own words to avoid plagiarism.
2. Coding, namely by providing a code contained in each data from the company that is collected as a whole in each research instrument, which aims to make it easier for researchers to analyze and interpret data. The data that has been collected from the company, as much as possible will be grouped according to the groups that have been determined so as not to be wrong in analyzing and processing all data.
3. Tabulation, in which the researcher will enter data that has been grouped into various tables (each group),

which aims to make it easier for the entire content of the research to be understood and remembered by the reader.

RESULTS OF THE RESEARCH

Validity Test

In this validity test, there are 3 results based on the distribution of the 25 respondents at PT Papyrus Sakti Paper Mill, Bandung. In Figure 4.1 attached below, there are the results of the Validity Test of Job Satisfaction on

Employees of PT Papyrus Sakti Paper Mill. Meanwhile, Figure 4.2, which is attached next, is the result of testing the validity of organizational commitment to employees of PT Papyrus Sakti Paper Mill. And Figure 4.3, is the result of the Turnover Intention Validity test on employees of PT Papyrus Sakti Paper Mill.

The known R table, based on N = 25, is : 0.396.

		VAR001	VAR002	VAR003	VAR004	VAR005	VAR006	VAR007	VAR008	VAR009	VAR010	total
VAR001	Pearson Correlation	1,00	,87	-,82	,00	,22	,67	,22	,46	-,84	,87	,70
	Sig. (2-tailed)		,000	,000	1,000	,295	,000	,295	,022	,000	,000	,000
	N	25	25	25	25	25	25	25	25	25	25	25
VAR002	Pearson Correlation	,87	1,00	-,80	,42	-,29	,78	,87	-,60	-,50	,64	,89
	Sig. (2-tailed)	,000		,000	,035	,166	,000	,734	,002	,010	,001	,000
	N	25	25	25	25	25	25	25	25	25	25	25
VAR003	Pearson Correlation	-,82	-,80	1,00	,00	-,20	-,61	,13	-,56	-,77	,80	-,49
	Sig. (2-tailed)	,000	,000		1,000	,337	,001	,524	,004	,000	,000	,012
	N	25	25	25	25	25	25	25	25	25	25	25
VAR004	Pearson Correlation	,00	,42	,00	1,00	-,85	,00	,00	,00	,27	,00	,39
	Sig. (2-tailed)	1,000	,035	1,000		,000	1,000	1,000	1,000	,190	1,000	,054
	N	25	25	25	25	25	25	25	25	25	25	25
VAR005	Pearson Correlation	,22	-,29	-,20	-,85	1,00	-,22	,29	-,30	-,84	,43	-,39
	Sig. (2-tailed)	,295	,166	,337	,000		,295	,166	,147	,001	,033	,051
	N	25	25	25	25	25	25	25	25	25	25	25
VAR006	Pearson Correlation	,67	,78	-,82	,00	-,22	1,00	-,22	,87	-,21	,22	,80
	Sig. (2-tailed)	,000	,000	,001	1,000	,295		,295	,000	,314	,295	,000
	N	25	25	25	25	25	25	25	25	25	25	25
VAR007	Pearson Correlation	,22	,87	-,13	,00	-,29	-,22	1,00	-,80	-,41	,43	,26
	Sig. (2-tailed)	,295	,734	,524	1,000	,166	,295		,002	,040	,033	,204
	N	25	25	25	25	25	25	25	25	25	25	25
VAR008	Pearson Correlation	,46	,60	-,56	,00	-,30	,81	-,80	1,00	,00	,00	,55
	Sig. (2-tailed)	,022	,002	,004	1,000	,147	,000	,002		1,000	1,000	,004
	N	25	25	25	25	25	25	25	25	25	25	25
VAR009	Pearson Correlation	-,84	-,50	,77	,27	-,64	-,21	-,41	,00	1,00	,80	-,27
	Sig. (2-tailed)	,000	,010	,000	,190	,001	,314	,040	1,000		,000	,184
	N	25	25	25	25	25	25	25	25	25	25	25
VAR010	Pearson Correlation	,87	,64	-,80	,00	,43	,22	,43	,00	-,80	1,00	,39
	Sig. (2-tailed)	,000	,001	,000	1,000	,033	,295	,033	1,000	,000		,051
	N	25	25	25	25	25	25	25	25	25	25	25
total	Pearson Correlation	,70	,89	-,49	,39	-,39	,60	,26	,55	-,27	,39	1,00
	Sig. (2-tailed)	,000	,000	,012	,054	,051	,000	,204	,004	,184	,051	
	N	25	25	25	25	25	25	25	25	25	25	25

FIGURE 3. VALIDITY TEST RESULTS ON JOB SATISFACTION AT PT PAPYRUS SAKTI PAPER MILL EMPLOYEES

Based on the results of the Validity of Job Satisfaction on Employees of PT Papyrus Sakti Paper Mill obtained through the PSPP Application and the r table is known to be 0.396; then there are results that are declared valid (> 0.396), namely: Question No. 1 (0.700), No. 2 (0.890), No. 6 (0.800), and No. 8 (0.550). For the most part, this company provides employees with a better salary (greater value) than in other companies. In addition, the benefits that employees receive are sufficient. During work, employees

enjoy excellent team work. And superiors at the PT Papyrus Sakti Paper Mill Company have high work motivation for their employees to be able to work better than before. The company hopes that employees who have more skills can be appreciated by the company's superiors and can be needed at any time if someone needs it. Because the remainder < 0.396, the conclusion must be revised by the employees so that they can be better than before.

		VAR001	VAR002	VAR003	VAR004	VAR005	VAR006	VAR007	VAR008	VAR009	Total
VAR001	Pearson Correlation	1,00	,00	,22	,00	-1,00	-,28	,60	-,18	,29	,24
	Sig. (2-tailed)		1,000	,295	1,000	,000	,183	,002	,380	,166	,244
	N	25	25	25	25	25	25	25	25	25	25
VAR002	Pearson Correlation	,00	1,00	-,91	1,00	,00	-,77	,75	-,96	-,90	,51
	Sig. (2-tailed)	1,000		,000	,000	1,000	,000	,000	,000	,000	,010
	N	25	25	25	25	25	25	25	25	25	25
VAR003	Pearson Correlation	,22	-,91	1,00	-,91	-,22	,84	-,46	,91	,76	,80
	Sig. (2-tailed)	,295	,000		,000	,295	,000	,022	,000	,000	,000
	N	25	25	25	25	25	25	25	25	25	25
VAR004	Pearson Correlation	,00	1,00	-,91	1,00	,00	-,77	,75	-,96	-,90	,51
	Sig. (2-tailed)	1,000	,000	,000		1,000	,000	,000	,000	,000	,010
	N	25	25	25	25	25	25	25	25	25	25
VAR005	Pearson Correlation	-1,00	,00	-,22	,00	1,00	,28	-,60	,18	-,29	-,24
	Sig. (2-tailed)	,000	1,000	,295	1,000		,183	,002	,380	,166	,244
	N	25	25	25	25	25	25	25	25	25	25
VAR006	Pearson Correlation	-,28	-,77	,84	-,77	,28	1,00	-,58	,91	,41	,80
	Sig. (2-tailed)	,183	,000	,000	,000	,183		,003	,000	,040	,000
	N	25	25	25	25	25	25	25	25	25	25
VAR007	Pearson Correlation	,60	,75	-,46	,75	-,60	-,58	1,00	-,77	-,60	,00
	Sig. (2-tailed)	,002	,000	,022	,000	,002	,003		,000	,002	1,000
	N	25	25	25	25	25	25	25	25	25	25
VAR008	Pearson Correlation	-,18	-,96	,91	-,96	,18	,91	-,77	1,00	,73	,62
	Sig. (2-tailed)	,380	,000	,000	,000	,380	,000	,000		,000	,001
	N	25	25	25	25	25	25	25	25	25	25
VAR009	Pearson Correlation	,29	-,90	,76	-,90	-,29	,41	-,60	,73	1,00	,24
	Sig. (2-tailed)	,166	,000	,000	,000	,166	,040	,002	,000		,244
	N	25	25	25	25	25	25	25	25	25	25
Total	Pearson Correlation	,24	-,51	,80	-,51	-,24	,80	,00	,62	,24	1,00
	Sig. (2-tailed)	,244	,010	,000	,010	,244	,000	1,000	,001	,244	
	N	25	25	25	25	25	25	25	25	25	25

FIGURE 4. VALIDITY TEST RESULTS OF ORGANIZATIONAL COMMITMENT TO EMPLOYEES OF PT PYPYRUS SAKTI PAPER MILL

Based on the results of the validity of organizational commitment to employees of PT Papyrus Sakti Paper Mill obtained through the PSPP application, and the r table is known to be 0.396; then there are results that are declared valid (> 0.396), namely: Question No. 3 (0.800), No. 6 (0.800), and No. 8 (0.620). The majority, these employees feel part of the family in this company (PT Papyrus Sakti Paper Mill). In addition, employees find it difficult to get a job with a good income like the current employee's job where he works. While working, employees feel that they have not contributed much to the company (there are many shortcomings during their work). Because the remaining < 0.396 , the conclusion must be improved and improved again by the employees in order to be better than before.

		VAR002	VAR003	VAR004	VAR005	total
VAR001	Pearson Correlation	1,00	-,16	,10	,07	-,64
	Sig. (2-tailed)		,453	,618	,734	,001
	N	25	25	25	25	25
VAR002	Pearson Correlation	-,16	1,00	,81	,94	,77
	Sig. (2-tailed)	,453		,000	,000	,000
	N	25	25	25	25	25
VAR003	Pearson Correlation	,10	,81	1,00	,94	,81
	Sig. (2-tailed)	,618	,000	,000	,001	,000
	N	25	25	25	25	25
VAR004	Pearson Correlation	,07	,94	,94	1,00	,64
	Sig. (2-tailed)	,734	,000	,000		,001
	N	25	25	25	25	25
VAR005	Pearson Correlation	-,64	,77	,81	,64	1,00
	Sig. (2-tailed)	,001	,000	,001	,001	
	N	25	25	25	25	25
total	Pearson Correlation	,00	,85	,85	,88	,73
	Sig. (2-tailed)	1,000	,000	,000	,000	
	N	25	25	25	25	25

FIGURE 5. VALIDITY TEST RESULTS ON TURNOVER INTENTION OF PT PYPYRUS SAKTI PAPER MILL EMPLOYEES

Based on the results of the Turnover Intention Validity for PT Papyrus Sakti Paper Mill employees obtained through the PSPP Application, and the r table is known to be 0.396; then there are results that are declared valid (> 0.396), namely: Question No. 2 (0.950), No. 3 (0.950), No. 4 (0.990), and No. 5 (0.730). The majority, these employees often think about accepting other job offers outside the

company where they are currently working. The employee moves to another place with the reason of looking for a new job (Changing the atmosphere, making new friends, etc.). In addition, employees think to find another job as soon as possible by looking for applications found in various media in public places and others. In conclusion, the following factors emerge: Employees will immediately decide to leave this company. So, the employee will look for another job according to his skills, interests and talents so that employee knowledge will increase. Because the remainder < 0.396 , the conclusion must be revised by the employees so that they can be better than before.

Reliability Test

In this reliability test, there are 3 results based on the distribution of the 25 respondents at PT Papyrus Sakti Paper Mill, Bandung. In Figure 4.4 attached below, there are the results of the reliability test of Job Satisfaction on employees of PT Papyrus Sakti Paper Mill. Meanwhile, Figure 4.5, which is attached next, is the result of testing the reliability of Organizational Commitment on Employees of PT Papyrus Sakti Paper Mill. And Figure 4.6, is the result of the Turnover Intention reliability test on employees of PT Papyrus Sakti Paper Mill. If the correlation is 0.7, it is said that the item provides a sufficient level of reliability, on the other hand, if the correlation value is below 0.7, it is said that the item is unreliable.

Scale: ANY

Case Processing Summary

		N	%
Cases	Valid	25	100,00
	Excluded	0	,00
	Total	25	100,00

Reliability Statistics

Cronbach's Alpha	N of Items
-1,38	10

FIGURE 6. RESULTS OF RELIABILITY TESTING ON JOB SATISFACTION ON EMPLOYEES OF PT PAPYRUS SAKTI PAPER MILL

Based on the results of reliability testing on Job Satisfaction at PT Papyrus Sakti Paper Mill employees through the PSPP application, there is Cronbach's Alpha of -1.38 as a whole. Where, this does not meet the known correlation value: 0.70 of N = 25. Since the result is -1.38, it is declared unreliable.

Scale: ANY

Case Processing Summary

		N	%
Cases	Valid	25	100,00
	Excluded	0	,00
	Total	25	100,00

Reliability Statistics

Cronbach's Alpha	N of Items
-3,38	9

FIGURE 7. TEST RESULTS OF RELIABILITY ON ORGANIZATIONAL COMMITMENT TO EMPLOYEES OF PT PAPYRUS SAKTI PAPER MILL

Based on the results of reliability testing on Organizational Commitment to PT Papyrus Sakti Paper Mill employees through the PSPP application, there is Cronbach's Alpha of -3.38 as a whole. Where, this is not known correlation value is : 0.70 of N = 25. Since the result is -3.38, it is declared unreliable.

Scale: ANY

Case Processing Summary

		N	%
Cases	Valid	25	100,00
	Excluded	0	,00
	Total	25	100,00

Reliability Statistics

Cronbach's Alpha	N of Items
,79	5

FIGURE 8. RESULTS OF RELIABILITY TESTING ON TURNOVER INTENTION OF PT PAPYRUS SAKTI PAPER MILL EMPLOYEES

Based on the results of reliability testing on Turnover Intention of PT Papyrus Sakti Paper Mill employees through the PSPP application, there is Cronbach's Alpha from a total of 0.790. Where, it satisfies the known correlation value: 0.70 of N = 25. Since the result is 0.79, it is said to be reliable. In conclusion, employees in this company have more turnover intention than job satisfaction and organizational commitment.

Hypothesis test

A hypothesis is basically a proposition or response that may be true, and is often used as a basis for decision

making/problem solving or for further research. The assumptions or assumptions of a hypothesis are also data, but because of the possibility of wrong bias, if it will be used as a basis for decision making, it must be tested first using observational data. Statistical hypothesis testing is a procedure that allows decisions to be made, namely the decision to reject or not reject the hypothesis that is being questioned or tested.

In this test, = 5% = 0.05. The formulas are:

$$Z = \frac{\bar{x} - \mu_0}{\sigma / \sqrt{n}}$$

FIGURE 9. HYPOTHESIS FORMULA

The following are attached various calculations of hypothesis testing based on the topics discussed in this study.

1. Job Satisfaction

Report

	Mean	N	Std. Deviation
Total	40,40	25,00	1,66

FIGURE 10. DATA OF JOB SATISFACTION

Calculation = 40.40 - 10
 = 1.66 / 25
 = 40.40 - 10
 = 1.66 / 5
 = 30.40
 = 0.332
 = 91.08

z is known = 91.08, cumulative probability = 1.987.

p value = 2(1 - 1.987) = 2 x (-0.987) = -1.974

Because p value = -1.974 > 0.05 as , H0 is rejected.

2. Organizational Commitment

Report

	Mean	N	Std. Deviation
Total	29,80	25,00	1,35

FIGURE 11. DATA OF ORGANIZATIONAL COMMITMENT

Calculation = 29.80 - 9
 = 1.35 / 25
 = 29.80 - 9
 = 1.35 / 5
 = 20.80
 = 0.27
 = 77.03

z is known = 77.03, cumulative probability = 1.994.

p value = 2(1 - 1.994) = 2 x (-0.994) = -1.988

Since p value = -1.988 > 0.05 as , H0 is rejected.

3. Turnover Intention

Report

	Mean	N	Std. Deviation
Total	12,00	25,00	3,59

FIGURE 12. DATA OF TURNOVER INTENTION

$$\text{Calculation} = 12.00 - 5$$

$$3.59 / 25$$

$$= 12.00 - 5$$

$$3.59 / 5$$

$$= 7$$

$$0.718$$

$$= 9.75$$

z is known = 9.75, cumulative probability = 0.543.

$$p \text{ value} = 2(1 - 0.543) = 2 \times 0.457 = 0.914$$

Because $p \text{ value} = 0.914 > 0.05$ as , H_0 is very acceptable.

In conclusion, most of the reasons employees at PT Papyrus Sakti Paper Mill often experience Turnover Intention, because the H_0 is accepted (result > 0.05), compared to Job Satisfaction and Organizational Commitment, because the H_0 is rejected and the result is < 0.05 .

CONCLUSION

Based on the research conducted by the researchers above, the authors put forward some conclusions from the results of the study as follows.

1. Results of Validity Testing through PSPP

Based on the results of the validity test through PSPP, overall, there are several conclusions as follows. (The known R table, based on $N = 25$, is : 0.396.

a. Job satisfaction

In terms of job satisfaction felt by employees while working at PT Papyrus Sakti Paper Mill, the company where the employee is currently working, will provide employees with a better salary (greater value) than in other companies. In addition, the benefits that employees receive are sufficient. During work, employees enjoy excellent team work. And superiors at PT Papyrus Sakti Paper Mill have high work motivation for their employees to be able to work better than before. The company hopes that employees who have more skills can be appreciated by the company's superiors and can be needed at any time if someone needs it.

b. Organizational Commitment

In terms of Employee Organizational Commitment at PT Papyrus Sakti Paper Mill, the majority of these employees feel they are part of the family in this company (PT Papyrus Sakti Paper Mill). In addition, employees find it difficult to get a job with a good income like the current employee's job where he works. While working, employees feel that they have not contributed much to the company (there are many shortcomings during their work).

c. Turnover Intention

In terms of Employee Turnover Intention at PT Papyrus Sakti Paper Mill, the majority of these employees often

think about accepting other job offers outside the Company where they currently work. The employee moves to another place with the reason of looking for a new job (Changing the atmosphere, making new friends, etc.). In addition, employees think to find another job as soon as possible by looking for applications found in various media in public places and others.

2. Results of Reliability Testing through PSPP

Based on the results of the reliability test through the PSPP, overall, what is stated as reliable is Turnover Intention because the results obtained are 0.79 so that it meets the criteria for the reliability correlation value (0.70). Meanwhile, for Job Satisfaction there is Cronbach's Alpha of -1.38 as a whole. Also, for Organizational Commitment to Employees of PT Papyrus Sakti Paper Mill, there is Cronbach's Alpha from a total of -3.38. Both of these, the results are declared unreliable because they do not meet the minimum correlation reliability (0.70). Turnover Intention is the reason employees most often appear, so that when viewed from the reality, they feel dissatisfied at work and do not fulfill the commitments given by the organization.

3. Hypothesis Testing Results

Based on the results of hypothesis testing conducted by a researcher, those who are entitled to receive from the three known variables from PT Papyrus Sakti Paper Mill: Turnover Intention, Organizational Commitment, and Job satisfaction, are declared accepted according to the alpha criteria (0.05), namely Turnover Intention because the H_0 accepts (0.914), and is greater than 0.05. While Job Satisfaction and Organizational Commitment, H_0 refused because the result was negative (less than 0.05).

SUGGESTION

Based on the research conducted by the researchers above, the authors put forward some suggestions for the future as follows.

1. Organizations must carry out promotions fairly and in accordance with the expectations of employees, so that whatever the employees want, everything can be achieved properly.

2. Organizations must improve the facilities and comfort of employees, with the aim that employees can feel comfortable and better working in the organization, and can also reduce the level of Turnover Intention in the organization where someone works.

3. Organizations should as much as possible provide rewards or awards to employees, if employees can complete work exceeding the standards and skills set by the organization and finish on time (as much as possible before the deadline).

REFERENCES

- [1] A A. Anwar King Mangkunegara. 2007. *Company Human Resources Management*. Bandung : PT Pemuda Rosdakarya.
- [2] Allen & Meyer. 1997. *Commitment In The Workplace (Theory, Research and Application)*. London: Sage Publications.
- [3] Amankwaa, A & Tsede, O. A. 2015. Linking Transformational Leadership to Employee Turnover: the Moderating Role of

- Alternative Job Opportunity. *International Journal of Business Administration*. 6(4): 19-29.
- [4] Arikunto, Suharsimi Dr. (2006). *Research Procedure A Practical Approach*, Jakarta: PT. Rineka Cipta.
- [5] Badriyah, Mila. 2015. *Human Resource Management*. Bandung: Faithful Library.
- [6] Bohlander, George., and Snell, Scott. 2010. *Principles of Human Resources. Management, 15th ed.* Mason. OH: South Western – Cengage Learning.
- [7] Cut Zurnali, 2010. *Knowledge Worker: Future Human Resource Management Research Framework*, Bandung: Unpad Press.
- [8] Emeka Mbah, Samuel & C.O. Ikemefuna, 2012. Job Satisfaction and Employees' Turnover Intentions in Total Nigeria p;c. In Lagos State, *International Journal of Humanities and Social Science*. 2(14), 275-287.
- [9] Fayol, Henry. 2010. *Public Relations Management*. Jakarta: PT Elex Media.
- [10] Handoko, T. Hani. 2001. *Personnel Management and Human Resources*. Yogyakarta: BPFE
- [11] Hasibuan, Malaya S.P., 2011. *Human Resource Management*. Jakarta: Earth Literacy.
- [12] http://klikalamat.com/?post_type=listing&mkey%5B%5D=tags&mkey%5B%5D=category&mkey%5B%5D=address&custom_cat=&s=Factory+paper+bandung&t=1b412b8694&t=1b412b8694&relation=OR accessed on 15 May 2020 .
- [13] <https://yadicant.wordpress.com/2010/12/15/skala-pengukur-dan-instrumen-penelitian/> accessed on October 16, 2020.
- [14] Kuncoro, Mudrajad. 2009. *Research Methods For Business & Economics*. Jakarta: Erlangga Publisher.
- [15] Kusumah. 2011. *Understanding Classroom Action Research*. Edition 2. Jakarta: PT Index.
- [16] Hasibuan, Malay S.P. 2009. *Management: Basics, Understanding, and Problems*. Revised Edition. Jakarta: Earth Literacy.
- [17] Manurung, Mona T., Ratnawati, Intan. 2013. Analysis of the Effect of Job Stress and Job Satisfaction on Employee Turnover Intention (Study at STIKES Widya Husada Semarang). *Diponegoro Journal of Management*, 1(2), 145—157.
- [18] Mobley, W. H. 2011. *Employee Turnover: Causes, Effects and Control*. Translated by: Nurul Imam. Jakarta: PT Pustaka Binaman Pressindo.
- [19] Puni, A., Agyemang, C. B., Asamoah, E. S. 2016. Leadership Styles, Employee Turnover Intentions and Counterproductive Work Behaviors. *International Journal of Innovative Research and Development*. 5(1), 1-7.
- [20] Prof. Dr. S. Nasution, M.A. 2009. *Guidance for Making Thesis Thesis Dissertation Paper*. Jakarta: Earth Literacy.
- [21] Rivai, Veithzal. 2009. *Human Resource Management For Companies From Theory to Practice*. Jakarta: Raja Grafindo Persada.
- [22] Robbins, Stephen P and Timothy A Judge. 2014. *Organizational Behavior*. Jakarta: Four Salemba.
- [23] Ronald Sukwadi, Milkha Meliana, 2014, Factors Affecting Performance and Turnover Intention of Small and Medium Enterprises Employees, *Journal of Industrial Systems Engineering*, 3(1), 1-9.
- [24] Schwarz, N., Bless, H., Strack, F., Klumpp, G., Rittenauer-Schatka, H., & Simons, A. (1991). Ease of retrieval as information: Another look at the availability heuristic. *Journal of Personality and Social Psychology*, 61, 195–202.
- [25] Sugiyono. 2012. *Qualitative Quantitative Research Methods and R&D*. Bandung : ALFABETA.
- [26] Sutrisno, Eddie. 2009. *Human Resource Management First edition*. Jakarta: Kencana Prenada Media Group.
- [27] Wagner, John A. & Hollenbeck, John R. 2010. *Organizational Behavior: Securing Competitive Advantage*. New York : Routledge.
- [28] Zhang, Y. 2016. A Review of Employee Turnover Influence Factor and Countermeasure a Review of Employee Turnover Influence Factor and Countermeasure. *Journal of Human Resource and Sustainability Studies*. 4(2), 85-91.