

## EFFORTS TO PREVENT TURNOVER INTENTION ONTAJUR BAG WITHOUT SKI BRAND IN BOGOR CITY, WEST JAVA PROVINCE

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### ABSTRACT

*The purpose of the research is to find out what are the causes of turnover intention and what efforts have been made by the company to prevent this turnover intention. This research was conducted by observation and interview directly with operational managers and workers who work in Tas Tajur without brand SKI, as well as conducting library studies. So it resulted that in Tas Tajur Tanpa Merk was found some indications of turnover intention that has reached labour turnover, one of which is the increasing level of attendance of labor. This research is expected to be useful for companies in order to reduce turnover intention and prevent the occurrence of labour turnover.*

**Keywords:** labour turnover, turnover intention, LTO

### INTRODUCTION

According to Hasibuan (2017 : 10), resource management man is a science and art that regulates the relationships and roles of the workforce in order to be effective and efficient in helping the realization of corporate, labor and community goals. The existence of human resources in an organization / company is very important, because they initiated the formation of an organization / company and also achieved the goals that have been set. HR plays a role in making all the sustainability in all functions, both operational functions and management functions and in determining the survival of the organization / company. So that without human resources there will be no work process and there will also be no realization of goals to be achieved, even though the organization / company has abundant resources. However, basically human resources are only ordinary people who have limitations and need to be considered.

In this era of increasingly tight global competition, companies are required to develop and can improve competitiveness. In order to realize this, companies must be able to have, develop and retain workers especially the workforce with a high level of performance. One way to maintain the workforce is by maintaining the workforce, according to Hasibuan (2017: 179) The maintenance of the workforce is an effort to maintain and improve the physical, mental and attitude of the workforce in order to remain loyal and work productively to support the achievement of the company's goals.

The functions of the maintenance of the workforce itself include to improve the productivity of the workforce, improve work discipline and reduce attendance rates, increase loyalty and decrease turnover, provide information, security and health of the workforce, improve the welfare of the workforce and their families, improve the physical condition, mental and attitude of the workforce, reduce conflict and create a harmonious atmosphere and effective procurement of employees. If this is not done properly then there will be turnover intention, which according to Tet and Major in Ridlo (2012: 16), turnover intention is the intention of the workforce to leave the company in a conscious and deliberate state. Meanwhile, according to kartono (2017 : 44), turnover intention is a subjective perception of the workforce to quit its current business with the aim of looking for other opportunities.

This if left unchecked will lead to labour turnover, according to Robbins and Judge (2015 : 54), Labour turnover (LTO) is the tendency of workers to leave the company either voluntarily or not due to the lack of current employment and the availability of alternative jobs. There are two types of Labour turnover (LTO) according to Cashmere (2016: 321) namely:

1. Dismissed, labor stoppages carried out by companies that cause by some things, such as entering retirement age, have a disability while working, so can not afford to work.
2. Stop yourself, stop the labor done by the labor itself on his wishes consciously and voluntarily without any interference from the company.

Where the organization / company will lose a number of workers especially who have high performance and will also cause the organization / company will have to spend money for the recruitment process of new employees to get employees who are ready to work and it also takes time for the adaptation process and disrupt the productivity process. If management is preoccupied with turnover intention and labour turnover it will affect the overall efficiency of the company. Therefore, the organization / company must be able to control employee turnover intention in order to save costs, time and be able to maintain the continuity of operations of the organization / company. Tajur Bag Without Brand SKI is one of micro small and medium enterprises (MSMEs) engaged in convection by producing a bag founded by Mrs. Maryann Alicia and has been around since 1983. Starting from two women who sell home bags until finally set up a production factory located on Jl. Raya Tajur No. 7, RT / RW 01/01, South Bogor District, Bogor City which of course requires a lot of labor. The shop to sell its products is located in taman Wisata SKI which is located on Jl. Raya Katulampa No. 6 East Bogor, which is a shopping area of bags and shoes located in Bogor, so it is famous to be a shopping area.



**Figure 1.1 Tajur Bag Without SKI Brand**

Of all the products, the most famous is this Ski BrandLess Tajur Bag. Because the quality is strong and comfortable to wear, with a simple and modern design and dominant color neutral and able to meet the needs of consumers because it can order according to the desired design.

One indication of turnover intention in Bag Tajur Without SKI Brand is characterized by the increasing level of employee attendance that shows a decrease in the sense of responsibility of employees in performing their obligations. Tolerance in attendance is if the workforce is unable to enter work due to illness and death of the family. So the workforce is not allowed not to enter if there is no permit information and uncertain clarity. The attendance rate of labor can be seen in Table 1.1 Comparison of Attendance Rate in 2021-2022 and the level of labor influx can be seen in Table 1.2.

**Table 1.1 Comparison of Attendance Rate of Tajur Bags Without SKI Brand Year 2021-2022**

Months	2021				2022			
	JHK (Day)	Number of Attendances	JTK (People)	Attendance Level (%)	JHK (day)	Number of Attendances	JTK (People)	Attendance Level (%)
Januari	27	34	34	3.7	27	22	35	2.33
Pebruari	24	27	36	3.13	24	27	35	3.21
Maret	27	15	37	1.5	26	34	33	3.96
April	25	26	35	2.97	26	38	35	4.18
Mei	26	18	37	1.87	26	46	33	5.36
Juni	19	42	32	6.91	18	55	32	9.55
Juli	26	36	34	4.07	27	40	36	4.12
Agustus	27	24	35	2.54	27	47	35	4.97
September	26	35	36	3.74	25	43	33	5.21

Oktober	27	53	34	5.77	26	49	30	6.28
Novemb er	26	11	36	1.18	26	44	32	5.29
Desemb er	26	14	36	1.5	25	48	32	6
<b>Jumlah</b>	<b>306</b>	<b>335</b>		<b>38.88</b>	<b>303</b>	<b>493</b>		<b>60.5</b>
<b>Rata- rata</b>	<b>25.5</b>	<b>27.92</b>		<b>3.24</b>	<b>25.2 5</b>	<b>41.08</b>		<b>5.04</b>

Source : Tajur Bag Without SKI Brand, 2021-2022 (Processed Data)

From Table 1.1 data, it can be seen that the average attendance rate in 2022 increased by 1.8% to 5.04% previously by 3.24% in 2021. This attendance rate has exceeded the company's tolerance level by 5%. Employee attendance rate can be calculated by the formula: attendance rate = number of attendance: (number of workers x number of work days) x 100%.

**Table 1.2 Entry Level  
Tajur Bag Workers Without SKI Brand**

Months	2021			2022		
	Amount TK Out	Amount TK Masuk	Total TK Enter	Amount TK Out	Amount TK Enter	Total TK
Januari	-	-	34	1	-	35
Pebruari	-	2	36	-	-	35
Maret	-	1	37	2	-	33
April	2	-	35	-	2	35
Mei	-	2	37	2	-	33
Juni	5	-	32	1	-	32
Juli	-	2	34	-	4	36
Agustus	-	1	35	1	-	35
September	-	1	36	2	-	33
Oktober	2	-	34	3	-	30
November	-	2	36	-	2	32
Desember	-	-	36	-	-	32
<b>Jumlah</b>	<b>9</b>	<b>11</b>		<b>12</b>	<b>8</b>	

Source : Tajur Bag Without Brand, 2021-2022 (Processed Data)

The number of workers in 2021 there were 11 people who entered and 9 people who came out with an LTO rate of 25% and in 2022 there were 8 people entered and 12 people exited with an LTO rate of 37.5% until finally the final number of workers as many as 32 people. So it can be said that the turnover rate in Tas Tajur Without Ski Brand is high if in a year it reaches more than 10% (Supriyanto, 2010: 178). LTO level can be calculated by the formula: LTO = (number of outgoing workers: year-end labor) x 100%.

## RESEARCH METHODS

This research was located at the Ski BrandLess Tajur Bag Factory located at Jl. Raya Tajur No. 7, RT/RW 01/01, South Bogor District, Bogor City. The methods used in this research are:

1. Observation, data collection by conducting observations directly and systematically recording the observed objects.
2. Interview, data collection conducted by question and answer process directly to the source.
3. Literature Study, data collection by reviewing existing data by studying the material in books, literature, journals, and so on related to labour turnover.

## RESULTS AND DISCUSSIONS

Based on the results of research conducted in Tas Tajur Without Ski Brand is the discovery of the problem of the artist turnover intention that has reached labour turnover. This is evidenced by the increasing average attendance rate from 2021 to 2022 by 1.8% to 5.04% which was previously 3.24% in 2021. This attendance rate has exceeded the company's tolerance level by 5%, with an LTO rate of 25% in 2021 and in 2022 the LTO rate increased to 37.5% until finally the final number of workers was 32 people. So it can be said that the turnover rate in Tas Tajur Without Ski Brand is high if in a year it reaches more than 10%.

The causes of this problem are the emergence of lazy feelings in work, the desire to work elsewhere and hope for a more decent livelihood and desire for entrepreneurship, as well as saturation in work because of the work that-that's all because the company has put the workforce in accordance with its ability and the absence of career path.

The company's efforts in overcoming this are by giving sanctions to workers who ditch without clear information with a pay cut and if it does not enter within three consecutive days then it is declared out. If you still want to work then the salary will be calculated from zero back. This is done to reduce the lazyness of the workforce. Provide the best facilities possible and create a family-based work environment and provide some benefits such as holiday allowances, maternity leave or return home, as well as hold family gatherings and open together every year followed by workers with their families and costs borne by the company. Allowing the workers who want to move parts if they want to learn and have the necessary skills in the part they want, and also if the responsibility has been completed but the working hours are not over then it will be asked to help the other part. So that without any rotation of labor, the workforce can feel working in other parts. Wholesale workers are allowed to work elsewhere in the absence of responsibilities at the current company and also provide information that they work elsewhere.

Based on the theory of things that must be done by the company in order to reduce the cause of turnover intention that occurs in Tas Tajur Without Ski Brand, namely, increasing the level of discipline, according to Emil H. Tambunan (2005: 140), efforts to improve work discipline among others through a Positive Approach, the purpose of discipline is to improve. The thing to do is explain the demands of work, the regulation of organization. The existence of leadership communication with subordinates, and explaining the actions about the positives expected from them.

By way of, advising, reducing working hours, or reorganizing overly strict work schedules, being selective in selecting employees, placing employees in the right position, making probation rules/disciplines, not dismissals, implementing re-training programs, reducing disciplinary actions, conducting formal orientations with the

workforce in turn, and requesting participation in drafting regulations for its application. If you can't positively use a negative approach, that is, punishment.

Improving job satisfaction, by providing fair and decent reciprotension, conducting appropriate employee placement and in accordance with the expertise, atmosphere and harmonious work environment, determining the light weight of a job to employees, equipment or facilities that support, leadership attitude in its leadership. (Hasibuan, 2016 : 203).

According to Robbins (2015 : 157), to reduce saturation and increase labor motivation can be done by rotation of work.

The basis of rotation according to Hasibuan (2016: 102), namely:

- a. Spoil System, displacement on the basis of family.
- b. Merit System, displacement on scientific, objective and work achievement basis.
- c. Seniority System, transfer on the basis of working period.

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