EMPLOYEE TURNOVER ANALYSIS AT PT.XYZ

Dewi Kurnia Putri[1], Christian Wiradendi Wolor[2], Marsofiyati[3]

[1] Digital Office Administration Study Program, Universitas Negeri Jakarta, Indonesia

[2] Faculty of Economics, Universitas Negeri Jakarta, Indonesia

[3] Faculty of Economics, Universitas Negeri Jakarta, Indonesia.

Abstract

Human resources play a crucial role in an organization. A business cannot operate effectively without the support of its HR team. For this reason, the management of human resources within a company is essential. This research examines the turnover analysis of employees at a very high percentage. at the XYZ company, it is known that the employee turnover rate. This research seeks to understand the relationship between the elevated levels of staff turnover and the job satisfaction of employees within the organization., inhibiting factors, and strategies to reduce employee turnover. Data was gathered via interviews, observations, and relevant documents from reliable sources that pertain to the study. The findings from the research indicate that staff turnover at XYZ company is very high with various contributing factors. XYZ company implements excellent programs to reduce employee turnover rate such as providing compensation, facilities, providing work from home job training program to reduce workload. This research provides insight into how to deal with obstacles by analyzing data on what strategies should be implemented by XYZ company to reduce employee turnover.

Keyword: Employee Turnover, Barriers, Strategy

1. Introduction

Human Resources (HR) is a key element in the success of an organization. The performance and achievement of organizational goals are greatly influenced by how the company manages and develops the quality of its human resources. In the context of business operations, companies are consistently faced with two challenges, both from the external and internal environment.

Increasingly intense business competition is a universal external issue that requires companies to formulate effective strategies to maintain market share and increase profitability. On the internal side, companies also face a complexity of problems, especially related to human resource management. One of the crucial challenges is the high level of employee turnover intention, especially in developing countries.

Based on observations made by researchers on site, at PT.XYZ branch of the head office in North Jakarta, the researchers found an issue regarding the high employee turnover rate and high levels of job stress in the company. In a previous study conducted (Prasakhti et al., 2020)

indicated that the cause of the phenomenon of high employee turnover has triggered the realization that the workforce is the most important element for the survival of the company. For this reason, the costs associated with recruitment, training, and productivity losses due to turnover are a serious concern for company management.

Furthermore, the results of a brief interview conducted by employees of the human resources and human capital division. The participant stated as follows: “The employee turnover rate at XYZ company is increasing with various factors.” Informants also said related to obstacles or barriers in the company with turnover: “The inhibiting factor that the company still has to evaluate is job satisfaction that has not gone well.”

The results of pre-research turnover at xyz company increased, namely the same ratio of 50%, the company's strategy to prevent employee turnover with a comparison, 10% responded “Strongly Agree” and 30% responded “Agree” as well as the remaining 60% responded “Neutral”. Previous research conducted by (Fitriani et al., 2019) that this study strengthens the hypothesis that job stress is a significant predictor of high turnover intention.

Meanwhile, the novelty of this research addresses the issue of the high and low levels of turnover intention at PT.XYZ. With qualitative research methods that use data collection methods through observation, interviews, and documentation. Therefore, this research aims to complement previous research by conducting research at PT.XYZ. Assessment of employee turnover at PT.XYZ so that it can provide understanding and insight into employee turnover that high levels of employee turnover can damage the company's reputation and increase operational costs.

2. Literature Review

2.1 Definition of Employee Turnover

Turnover can be explained as the number of employees who leave a company within a certain period of time. This phenomenon reflects the dynamics of the working relationship between individuals and companies where employees actively consider their continued involvement in the company (Ardan and Jaelani, 2021). From this summary, it can be concluded that the synthesis of turnover intention is a voluntary or involuntary movement, transition, and exit of employees from company a to b, for certain reasons such as high levels of job stress, and changing goals to get a better job.

Types of employee turnover

A. based on employee willingness

- Involuntary turnover : Occurs when an employee consciously decides to leave the organization. This decision is usually driven by various factors, such as a less strategic office location.
- Voluntary turnover : Occurs when employees are separated from the organization for reasons that are beyond their wishes, such as performance that does not meet standards or violations of company regulations. Such as the expectation of

2.2 Theory

According to research (Martias and Abror, 2022) the factor that causes employee turnover is due to lack of employee job satisfaction with a company.) This is in line with the findings (Rhoades, 2023) that define the view of support from organizations regarding the

extent to which employees feel recognized and valued by their company. Another factor in relation to the intention to move is career development opportunities. (Yasar and Nugraheni, 2020).

Work-life balance is also a popular factor and considered in research on the intention to change jobs. (Luh, et al. 2024). According to the study (Ardan and Jaelani, 2021) also emphasizes that turnover can cause financial losses for organizations.

Previous research by (Martini et al., 2023) concluded that a good employee development program can significantly reduce the employee's intention to seek employment opportunities in other companies. Employee turnover indicators according to (Waskito and Putri, 2021) such as significant changes in behavior.

3. Material and Method

A. Research design

This study employs a qualitative method with a case study approach to explore the phenomenon of employee turnover at PT. XYZ. The study focuses on collecting descriptive data through direct observations, interviews, and documentation to analyze the characteristics, context, and dynamics of the issue

B. Research Sample

The sampling method applied is purposive sampling with a non-probability technique. The sample consisted of 4 informants: 1 Head of HRD and 3 Human Capital staff, selected based on their expertise and involvement with employee turnover issues.

C. Research Instruments

Data collection involved:

- **Observation** : Direct and in-depth observations of participants' behaviors and interactions within their natural environment.
- **Interviews** : Structured interviews with 1 Head of HRD and 3 Human Capital staff using prepared interview guidelines.
- **Documentation** : Supporting data, such as turnover reports and interview records, were collected as evidence

D. Research Procedure

The study was conducted over 4 months (September to December 2024) at PT. XYZ in North Jakarta. The research procedure included:

- Submission of the research title.
- Initial observations.
- Distribution of pre-research questionnaires.
- Data collection through interviews and documentation.
- Data analysis.
- Compilation and finalization of the research

Rules of thumb for Qualitative sample size	
Basic Study Type	Rule of Thumb

Ethnography	30-50 interviews
Case Study	At least one, but can be More
Phenomenology	Six partcipants
Grounded Theory	30-50 interviews
Focus Group	Seven to ten per group or more groups per each strata of interest

Qualitative Sample Size

Source : (Njie and Asimiran, 2014)

3.1 Design Study

Research methodology refers to a systematic approach applied by researchers seeking to collect data that is appropriate and relevant to the objectives set in the study. Qualitative research is a research approach that aims to understand the meaning and experience of research subjects in depth. This research process involves the systematic collection of qualitative data through various methods, including interviews, observations, and document analysis. The qualitative Data obtained are then analyzed inductively to produce findings that are rich in meaning and research subjects (Muhammad et al., 2023).

According to Sugiyono (2019: 206), the descriptive analysis approach is applied to objectively explain the phenomena that are the focus of the study, thus allowing researchers to understand the main characteristics of the data that have been obtained. In Qualitative Methods, one type of method that is commonly applied is the case research approach. Case research, known in English as "case study", refers to a method of in-depth research of a specific phenomenon. The term "case" refers to a unique and complex object of research, such as an individual, group, organization, or event.

Through case studies, researchers seek to understand in depth the characteristics, context and dynamics of the phenomenon. In other words, a case study is an intensive investigation of a real event in order to gain a rich and comprehensive understanding (Nursapia Harahap, 2020).

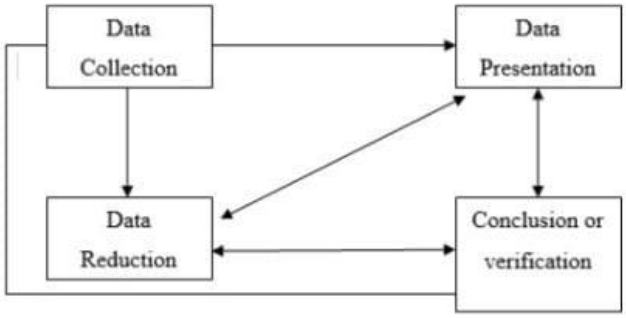
3.2 Data Analysis

Qualitative data analysis is a systematic process that aims to organize, interpret, and give meaning to raw data obtained from various sources. The main purpose of this analysis is to build an informative understanding of the phenomenon under study and present research findings comprehensively. This data analysis process there are 4 steps, namely :

1. **Data Collection** : the initial stage of the investigation includes the collection of information. Primary data collection, which includes a direct relationship between

researchers and research subjects, is different from secondary data collection (Sugiyono, 2019:321).

2. **Data Reduction** : Data reduction is a selective process in managing qualitative research data. In the data collection phase, researchers tend to collect data extensively to ensure completeness of information. Therefore, data reduction is a crucial step to filter out important information and reduce unrelated information, so that researchers can focus on more detailed data analysis (Muhammad et al., 2023)
3. **Presentation of Data** : In qualitative research, the method of data presentation involves the conversion of raw data into a form that can be interpreted. Various techniques, including interview transcription, detail description, and narrative analysis, are used to effectively present field data (Muhammad et al., 2023).
4. **Verification and Conclusion** : The conclusion process is the final stage in a study in which researchers conduct a comprehensive synthesis of all the information that has been collected and examined. After going through the screening process and information processing, the researcher then conducts a critical evaluation of the research findings to formulate valid and reliable conclusions (Muhammad et al., 2023).



Pictures Components of Data Analysis
Source: Data processed by researchers (2024)

4. Result

1. **High Turnover Rate** :

The turnover rate at PT XYZ is significantly high, particularly in the food and beverage industry. The primary contributing factors include workload, insufficient compensation, poor work-life balance, and an unsatisfactory work environment.

2. **Barriers to Employee Retention** :

Major barriers include :

- High Workload: Leads to burnout and decreased productivity.
- Uncomfortable Work Environment: Creates dissatisfaction.
- Lack of Competitive Compensation: Unclear or insufficient benefits hinder retention.
- Work-life Imbalance: Affects employee morale and commitment.

3. **Strategies to Reduce Turnover** :

PT XYZ implements various strategies such as:

- Offering competitive compensation and benefits (e.g., insurance, holiday allowances).
- Facilitating work from home opportunities and job training.
- Providing rest facilities and mental health support.
- Recognizing employee achievements to boost morale and loyalty.

5. Discussion

The high employee turnover rate observed at PT XYZ reflects significant challenges in employee retention, particularly within the food and beverage industry. This section discusses the findings of the research, analyzing the causes of employee turnover, identifying key barriers, and evaluating strategies implemented by the company to retain employees.

1. Employee Turnover Intention at PT.XYZ

The research findings revealed that the turnover rate at PT XYZ is relatively high, a common issue in competitive industries. Several factors contribute to this turnover, including job dissatisfaction, high workload, and the perception of insufficient compensation. The data obtained from interviews highlighted that employees often consider leaving the company due to:

- Workload and Stress: Heavy job demands and high work stress were repeatedly mentioned as triggers for turnover. Employees often struggle to maintain a work-life balance, leading to burnout.
- Compensation and Benefits: Dissatisfaction with compensation packages, such as salaries and benefits, also played a pivotal role. Compensation remains a primary motivator for employees to remain committed.
- Career Growth: The lack of clear career development opportunities discouraged employees from staying long-term.

This aligns with previous studies (Yohana Caroline Iskandar and Dedi Rianto Rahadi, 2021) that emphasize the importance of competitive compensation and career opportunities in reducing turnover.

2. Barriers to Reducing Turnover

The research identified several barriers that hinder efforts to control employee turnover at PT XYZ:

- **High Competition in the Job Market** : The competitive nature of the food and beverage industry makes it challenging to retain skilled employees.
- **Work Environment** : A lack of a positive and supportive work environment contributes to dissatisfaction among employees.
- **Inadequate Work-Life Balance** : Employees expressed concerns about the imbalance between work responsibilities and personal life, exacerbating turnover intentions.

These findings are consistent with studies by Agung and Wijaya (2020), which identified work pressure and dissatisfaction with the work environment as key drivers of turnover.

3. **Strategies to Retain Employees**

   PT XYZ has implemented several strategies to address turnover and improve employee satisfaction. These include:

   - **Compensation Improvements** : Offering competitive compensation packages, including bonuses, insurance, and holiday allowances, has been prioritized.
   - **Flexible Work Arrangements** : The implementation of a Work from Home (WFH) policy for specific roles has helped reduce workload stress and improve job satisfaction.
   - **Employee Well-being Programs** : Initiatives such as mental health support and rest facilities for burnout management demonstrate efforts to create a healthier workplace.
   - **Training and Development** : Providing training programs, including online sessions, equips employees with new skills, fostering loyalty and reducing turnover rates.

   The strategies implemented align with recommendations from prior studies (Shochifah, 2022), which emphasized the role of compensation, training, and employee well-being in reducing turnover.

4. **Practical Implications**

   The findings of this study offer practical insights for PT XYZ and similar organizations:

   - **Enhancing Employee Satisfaction:** Improving compensation structures and fostering a positive work environment can address key turnover drivers.
   - **Promoting Work-Life Balance:** Implementing flexible work schedules and well-being programs can significantly reduce stress-related turnover.
   - **Strengthening Career Development:** Offering clear pathways for career progression and skills development can motivate employees to remain with the company.

5. **Limitations and Future Research**

   This study has several limitations, including a small sample size (4 respondents) and a focus on a single company. Future research should expand the sample size and include quantitative analysis to measure the effectiveness of the strategies implemented. Additionally, similar studies can be conducted in other industries to draw comparisons and identify broader trends.

6. **Conclusion, Implication, and Recommendation**

   A. Conclusion

   This study on employee turnover at PT. XYZ in North Jakarta highlights several critical findings regarding the factors influencing turnover, its impact, and strategies implemented to manage it.

1. **High Turnover Rate**

   PT. XYZ currently faces a significant **employee turnover rate**, which is a challenge for the company. Several factors contribute to this turnover, including:

- **Ineffective compensation systems:** Employees expressed dissatisfaction with compensation packages, such as salary and benefits.
- **High workload:** Excessive workload, coupled with inadequate time management, contributes to decreased productivity and employee burnout.
- **Uncomfortable working environment:** A lack of a supportive and positive workplace culture discourages employees from staying.
- **Poor work-life balance:** Employees struggle to balance personal and professional lives, leading to frustration and turnover intentions.

2. **Impact of High Turnover**
   The high turnover rate has resulted in various negative consequences for PT. XYZ, such as:

   - **Increased recruitment and training costs:** Frequent employee departures mean the company must invest resources into hiring and onboarding replacements.
   - **Decreased productivity:** The departure of skilled employees disrupts workflows, leading to delays and reduced team efficiency.
   - **Reputational damage:** A high turnover rate can tarnish the company's reputation, making it less attractive to potential employees. However, some turnover can also bring **positive outcomes** when low-performing employees are replaced with more skilled and motivated individuals, improving overall productivity.

3. **Strategies Implemented to Address Turnover**
   PT. XYZ has begun implementing several strategies to mitigate turnover and retain employees, including:

   - Providing **better compensation**, such as holiday bonuses, insurance coverage, and maternity leave.
   - Offering **flexible work arrangements**, such as work-from-home (WFH) training programs, to reduce employee stress and workload.
   - Creating **employee rest facilities** to help employees manage burnout and maintain mental well-being.
   - Recognizing and rewarding employee performance through **appreciation and validation** to improve motivation and loyalty.
     While these strategies show progress, continued improvement is necessary to achieve long-term success in reducing turnover rates

B. Implication

1. **Theoretical Implications**
   This study reinforces findings from previous research on employee turnover. Studies by **Iskandar & Rahadi (2021)**, **Nugroho & Pramukty (2023)**, and others have

emphasized similar factors contributing to turnover, including workload, compensation, and work-life balance issues.

- The findings highlight the **importance of understanding turnover** from both an individual and organizational perspective.
- This research also aligns with the broader literature, which suggests that companies in highly competitive industries, such as **food and beverage**, must adopt comprehensive strategies to address turnover effectively.

2. **Practical**

The practical implications of this study are significant for PT. XYZ and other companies facing similar challenges:

- **Workload Management:** The company needs to re-evaluate work distribution and ensure that employees are not overburdened. Addressing workload issues will prevent burnout and improve productivity.
- **Workplace Environment:** Creating a more supportive, positive, and inclusive workplace culture can enhance employee satisfaction and reduce turnover.
- **Competitive Compensation Packages:** Improving salaries, benefits, and incentives is crucial to retaining skilled employees and attracting new talent.
- **Work-Life Balance Programs:** Offering flexible work schedules, remote work options, and mental health support can help employees balance their personal and professional commitments.
- **Employee Recognition:** Regularly recognizing and appreciating employee contributions fosters loyalty, motivation, and a sense of belonging within the company.

C. Limitation of the study

This study has several limitations that must be acknowledged:

1. **Limited Respondents :**

- The study involved only **four respondents**, which may not provide a fully representative view of all employees at PT. XYZ.
- A larger sample size would help capture more diverse perspectives and improve the study's generalizability.

2. **Time Constraints :**

- The limited research duration restricted the ability to explore turnover dynamics and contributing factors in greater detail.

3. **Single Variable Focus:**

- The study focused solely on turnover analysis without incorporating other related variables, such as leadership style, employee engagement, or organizational culture.

4. **Industry-Specific Results:**

    - The findings are based solely on **PT. XYZ** in the **food and beverage industry**, and thus may not apply to other industries or organizations

D. Recommendation

1. **For Future Researchers:**
   To address the limitations identified in this study, future research is encouraged to:

- Increase the **number of respondents** to gather more representative and reliable data. Larger sample sizes will provide a more comprehensive understanding of employee turnover.
- Extend the research period to allow for deeper exploration and analysis of turnover patterns and strategies.
- Incorporate **additional variables**, such as leadership quality, organizational culture, and employee engagement, to understand their impact on turnover.
- Conduct comparative studies across different industries or companies to identify best practices and strategies for managing turnover.

2. **For PT. XYZ:**
   The following strategies are recommended to reduce employee turnover and improve retention:

- **Enhance Compensation and Benefits:**
  Provide competitive salaries, performance-based bonuses, and comprehensive insurance coverage to meet employee expectations.
- **Implement Workload Management Programs:**
  Develop fair workload distribution and establish systems to monitor employee stress and burnout levels.
- **Promote a Positive Work Environment:**
  Foster a culture of respect, collaboration, and open communication to make the workplace more engaging and comfortable.
- **Support Work-Life Balance:**
  Introduce flexible work arrangements, such as remote work options, and provide mental health support programs.
- **Offer Career Development Opportunities:**
  Invest in employee training, mentorship programs, and career advancement opportunities to help employees grow professionally and remain committed to the company.
- **Regular Recognition and Feedback:**
  Recognize employee achievements through awards, verbal appreciation, and promotions to increase morale and loyalty.

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