

## Turnover Intention and Employee Retention: Identifying Key Factors and Mitigation Strategies at PT. XYZ

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### ABSTRACT

*The high employee turnover rate poses a significant challenge for organizations, especially in industries that require experienced labor. PT. XYZ faces this issue, especially with employees under 30 years old. This impacts workforce stability and the achievement of long-term targets. This research aims to identify the key components that influence the desire to change jobs and to develop useful methods for improving employee retention in the company. This research was conducted qualitatively, using thematic analysis based on semi-structured interviews with employees, former employees, and the company's HR. The research results show that factors causing employee dissatisfaction, such as unclear career paths, heavy workloads, lack of appreciation, and the monotonous nature of the work, are the reasons for employee turnover intention. Additionally, the causes of employee turnover intention are cognitive disengagement due to lack of managerial support and lack of organizational commitment. Many workers see their jobs as stepping stones rather than choices for a long-term career. This research proposes that job redistribution is the best way to manage workload. To carry out this redistribution, a workload analysis must be conducted first. It is highly recommended to use the Subjective Workload Assessment Technique (SWAT) to evaluate the mental, psychological, and time aspects of the workload. This analysis can help reduce workplace stress and distribute tasks more effectively. Additionally, strategic delegation is considered important to enhance productivity and ensure that responsibilities are distributed more evenly among staff members, thereby creating a more balanced work environment. PT. XYZ can improve retention, create a supportive work environment, and ensure human resource sustainability by addressing this issue. These results provide a foundation that can be used to build successful retention strategies that can be applied in similar industries.*

**Keywords:** *Empoloyee Turnover Intention employee retention, job redistribution*

### ABSTRAK

Tingkat pergantian karyawan yang tinggi menimbulkan tantangan yang signifikan bagi organisasi, terutama di industri yang membutuhkan tenaga kerja yang berpengalaman. XYZ menghadapi masalah ini, terutama dengan karyawan di bawah 30 tahun. Hal ini berdampak pada stabilitas tenaga kerja dan pencapaian target jangka panjang. Penelitian ini bertujuan untuk mengidentifikasi komponen kunci yang mempengaruhi keinginan untuk berganti pekerjaan dan mengembangkan metode yang berguna untuk meningkatkan retensi karyawan di perusahaan. Penelitian ini dilakukan secara kualitatif, menggunakan analisis tematik berdasarkan wawancara semi terstruktur dengan karyawan, mantan karyawan, dan SDM perusahaan. Hasil penelitian menunjukkan bahwa faktor-faktor penyebab ketidakpuasan karyawan, seperti jalur karir yang tidak jelas, beban kerja yang berat, kurangnya apresiasi, dan sifat pekerjaan yang monoton, menjadi alasan niat *turnover*

karyawan. Selain itu, penyebab niat pergantian karyawan adalah pelepasan kognitif karena kurangnya dukungan manajerial dan kurangnya komitmen organisasi. Banyak pekerja melihat pekerjaan mereka sebagai batu loncatan daripada pilihan untuk karir jangka panjang. Penelitian ini mengusulkan bahwa redistribusi pekerjaan adalah cara terbaik untuk mengelola beban kerja. Untuk melakukan redistribusi ini, harus dilakukan analisis beban kerja terlebih dahulu. Sangat disarankan untuk menggunakan Teknik Penilaian Beban Kerja Subjektif (SWAT) untuk mengevaluasi aspek mental, psikologis, dan waktu dari beban kerja. Analisis ini dapat membantu mengurangi stres di tempat kerja dan mendistribusikan tugas dengan lebih efektif. Selain itu, pendelegasian strategis dianggap penting untuk meningkatkan produktivitas dan memastikan bahwa tanggung jawab didistribusikan lebih merata di antara anggota staf, sehingga menciptakan lingkungan kerja yang lebih seimbang. PT. XYZ dapat meningkatkan retensi, menciptakan lingkungan kerja yang mendukung, dan memastikan keberlanjutan sumber daya manusia dengan mengatasi masalah ini. Hasil ini memberikan dasar yang dapat digunakan untuk membangun strategi retensi yang sukses yang dapat diterapkan di industri serupa.

**Kata Kunci:** *Employee Turnover Intention* retensi karyawan, redistribusi pekerjaan

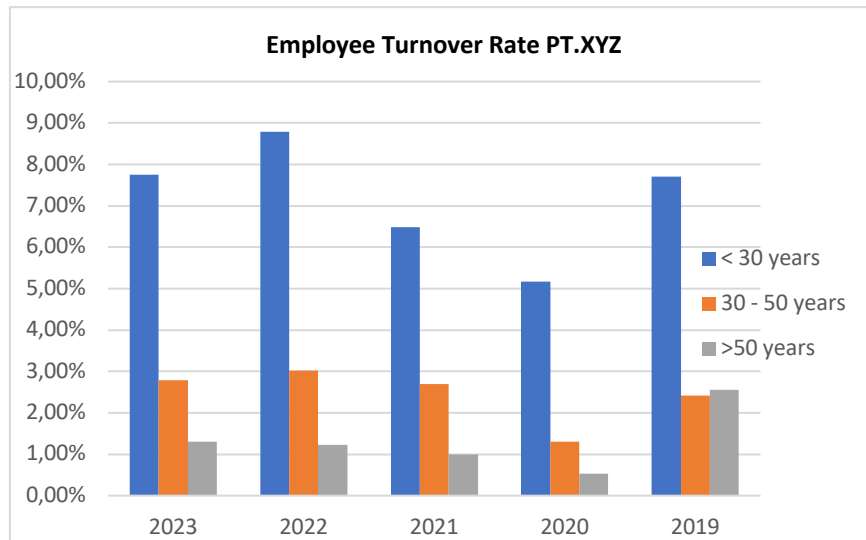
## INTRODUCTION

Human Resources (HR) is a key determinant of a company's success and competitiveness. Competent and dedicated employees significantly contribute to achieving strategic goals, fostering innovation, and enhancing productivity (Lu et al., 2016; Malhotra, 2018). Effective HR management maximizes employee potential and creates a supportive work environment (Malhotra, 2018; Madurani & Pasaribu, 2022). However, HR management faces challenges such as employee retention, motivation, and skill development (Kanchana & Jayathilaka, 2023; Khalid & Nawab, 2018).

Employee turnover, both voluntary and involuntary, is a common organizational issue with negative impacts, including increased recruitment and training costs, loss of institutional knowledge, and reduced productivity and morale (Lin & Liu, 2017; Yaseen, 2020). High turnover disrupts team stability and operational efficiency, affecting customer satisfaction and company reputation (Reina et al., 2017). Turnover intention, often influenced by factors like job satisfaction, work environment, employee engagement, compensation, and career opportunities, is a strong predictor of actual turnover (Kanchana & Jayathilaka, 2023; Lin & Liu, 2017). Studies highlight that job dissatisfaction, lack of managerial support, organizational politics, and ineffective management styles amplify turnover intention (Reina et al., 2017; Suprianto et al., 2023; Yaseen, 2020; Arishi et al., 2018).

Employee retention strategies are crucial for reducing turnover intention, increasing loyalty and productivity, and lowering recruitment costs (Malhotra, 2018; Ahad et al., 2020). Effective retention programs emphasize competitive compensation, career development, work-life balance, and recognition of employee contributions (Kanchana & Jayathilaka, 2023; Khalid & Nawab, 2018). An inclusive

and supportive work environment fosters loyalty and strengthens organizational culture (Malhotra, 2018; Madurani & Pasaribu, 2022).



**Figure 1. Employee Turnover Rate PT. XYZ by Age Group**

Source: XYZ Group Sustainability Report, 2023

PT. XYZ, a prominent player in Indonesia's pulp and paper industry, faces significant employee turnover challenges. Skilled workers are often recruited by competitors offering better compensation and working conditions. The HR division has identified turnover among employees under 30 years old as the most pressing issue, as this group consistently records the highest turnover rates (XYZ Group Sustainability Report, 2023). High turnover disrupts workforce stability, team performance, and long-term HR objectives. Additionally, the departure of experienced employees increases workloads for remaining staff, delays project completion, and hinders team motivation and balance.

In the long term, the inability to retain young employees threatens PT. XYZ's leadership pipeline, requiring continuous recruitment and training efforts, which undermine sustainable talent development. To address this, the company has resorted to rehiring retired employees as a short-term solution. While this approach ensures operational continuity, it slows down the regeneration of younger employees, delaying their career development and potential growth into leadership roles.

This study aims to identify factors influencing turnover intention and propose strategies to enhance employee retention at PT. XYZ. The research focuses on voluntary turnover and internal company factors, as these are within the company's control. The research questions are: (1) What key factors influence employees' intentions to leave PT. XYZ? and (2) What strategies can effectively reduce employee turnover at PT. XYZ? The findings will enable the company to address turnover issues effectively and strengthen its human capital management.

## RESEARCH METHODOLOGY

This study employs a case study method to explore specific phenomena within PT. XYZ. Case studies are widely used in qualitative research for their ability to provide an in-depth understanding of contextual and complex issues (Assyakurrohim et al., 2022). This approach focuses on human behavior and differences in values and beliefs (Polit & Beck, 2004; Borbasi, 2004). Yin (2003) describes case studies as a means to examine real-life phenomena, particularly when gaps between the phenomenon and its context exist or when multiple sources of evidence are used.

An explanatory case study type is applied to investigate "why" and "how" factors influence employee turnover intention and retention. The steps outlined by Yin (2003) include defining research questions, selecting designs and instruments, collecting data, analyzing data, and preparing the final report. Initial interviews with HRBPs and staff identified turnover challenges, followed by a literature review on turnover, turnover intention, and retention strategies.

Primary data collection involved semi-structured interviews with approximately 20 participants, selected through purposive and snowball sampling to ensure diverse perspectives and data saturation (Simkus, 2023; Nikolopoulou, 2022). Informants included HR representatives, senior and regular employees, and former employees. Data was analyzed using thematic analysis, which identifies patterns and themes systematically. Steps included familiarization with data, coding, searching for themes, reviewing themes, defining and naming themes, and reporting findings. This method provides insights into factors driving turnover and strategies for retention, which are used to develop actionable business solutions.

## RESULTS AND DISCUSSION

This analysis presents findings derived from primary data collected through semi-structured interviews with 18 informants at PT. XYZ. These informants consisted of former employees, current employees, and human resource professionals, intending to identify dissatisfaction factors influencing turnover intention and developing strategic solutions.

The demographic characteristics of the informants show that 61% were male and 39% female, indicating that the workforce at the interviewed positions is predominantly male, especially in technical and operational roles. The average age of the informants was around 29–30 years, representing the productive age group that contributes most to turnover at PT. XYZ. Additionally, insights from an informant aged 51 provided a broader perspective on work experience. Work experience varied significantly, from 2.2 years to 30 years, with most informants falling into the 2–5 years category, providing a solid understanding of organizational dynamics. Employment status revealed that 61% were active employees, 28% were former

employees, and 11% were in HR roles. These groups contributed diverse views, including insights into past dynamics and HR policies.

Thematic analysis identified three major themes: job dissatisfaction, employee disengagement, and organizational decommitment. Each theme includes specific factors that contribute to employee turnover intentions.

### 1. Job Dissatisfaction

Job dissatisfaction emerged as the most significant theme influencing turnover intention. Herzberg's Two-Factor Theory explains that dissatisfaction stems from hygiene factors such as unclear career paths, slow promotion processes, excessive workloads, and inadequate appreciation. Motivational factors, such as monotonous tasks, further exacerbate dissatisfaction.

- Career Path: Employees reported unclear career development opportunities. Informant R3 expressed confusion about the steps needed for advancement, particularly in newly established departments. Additionally, informants R13 and R10 mentioned slow promotion processes due to strict requirements, including three years of service and superior performance evaluations. Informants R5, R14, and R11 noted limited promotion opportunities due to high internal competition and stagnant roles, as described by R5: "Kebanyakan planner itu stagnan aja posisinya, jadi peluang untuk naik jabatan pada posisi ini kelihatan kecil banget."
- Workload: Excessive working hours, heavy workloads, and high job pressure were common complaints. Informants R3 and R10 highlighted how work-life balance is disrupted by long hours, leaving minimal time for personal activities. Heavy workloads often result from unforeseen circumstances, such as covering for absent colleagues, leading to double workloads, as mentioned by R4 and R11. High work pressure, driven by unrealistic expectations, adds further stress, as reported by R5.
- Appreciation: Employees felt unappreciated for their efforts. Informants R5, R10, and R14 pointed to unbalanced financial incentives, such as salaries and bonuses, and inadequate non-financial recognition. R14 described dissatisfaction with compensation: "Gaji ini kurang mencerminkan beban kerja dan kontribusi aku, terutama pas nanganin proyek besar."
- Job Variety: Monotonous tasks were another source of dissatisfaction. Informants R5, R13, and R14 reported repetitive work that diminished motivation and creativity, making their jobs purely extrinsic in nature.

## 2. Employee Disengagement

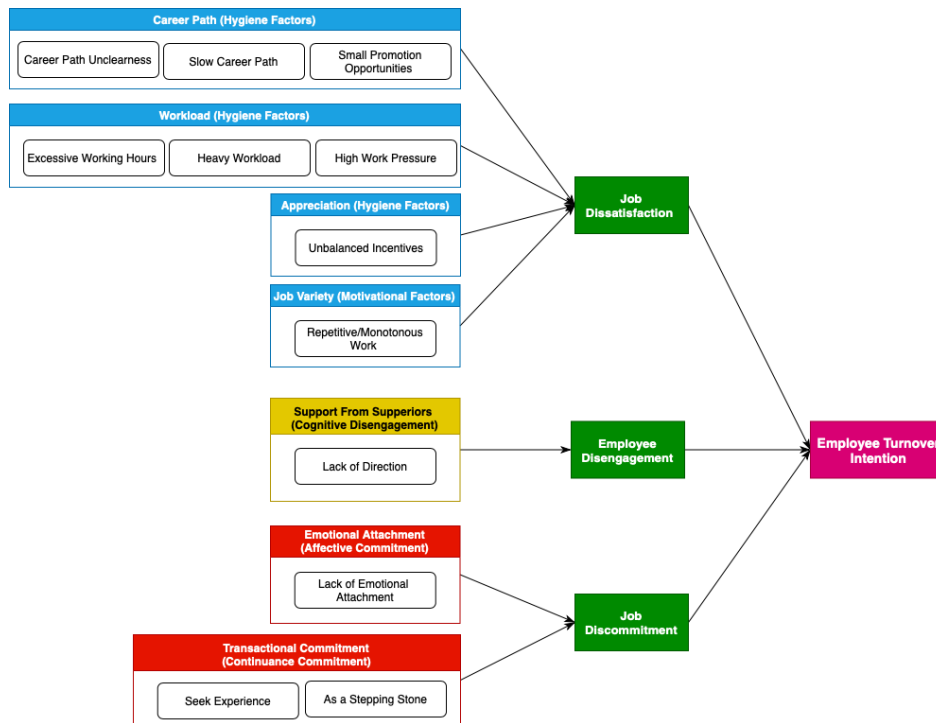
Employee disengagement reflects a loss of emotional, physical, and cognitive connection to work. A key factor identified was inadequate support from superiors.

- Support from Superiors: Informant R5 highlighted a lack of direction from superiors, combined with high expectations. This mismatch between expectations and guidance led to cognitive disengagement, reducing their involvement and increasing turnover intentions.

## 3. Organizational Decommitment

Organizational decommitment is characterized by employees' lack of emotional and normative loyalty. Two subthemes emerged: emotional attachment and transactional commitment.

- Emotional Attachment: Employees reported a lack of emotional connection with the company. Informants R2, R4, and R12 stated that the organization felt like a mere workplace without personal significance. R4 remarked, "Sejujurnya nih ya, Abang nggak merasa ada hubungan emosional yang kuat disini," indicating a lack of loyalty that facilitates turnover.
- Transactional Commitment: Many employees viewed the company as a stepping stone or a place to gain experience. Informants R5, R6, and R12 expressed their intention to move on once their need for experience was fulfilled. R6 noted that PT. XYZ was his first workplace, serving as a foundation for future career development.



**Figure 2. Overall Findings**

To address the key factors driving turnover intention at PT. XYZ, particularly workload-related issues, a strategic approach focusing on workload analysis and task delegation is proposed. Workload analysis, utilizing the Subjective Workload Assessment Technique (SWAT), provides a systematic method to evaluate dimensions such as time pressure, mental effort, and psychological stress. SWAT involves two phases: scale development, where employees rank workload dimensions to reflect their perceptions, and event assessments, where specific tasks are evaluated for their mental demands. This process enables the identification of workload patterns and anomalies, allowing the company to design targeted interventions to alleviate excessive workloads. By systematically planning, collecting, and analyzing data, and implementing continuous monitoring, workload distribution can be made more equitable, reducing stress and improving employee satisfaction.

Task delegation complements workload analysis by redistributing responsibilities to mitigate excessive burdens on individual employees. Effective delegation requires identifying tasks suitable for delegation, selecting employees with the appropriate skills and experience, providing clear instructions and objectives, and granting sufficient authority to enable independent decision-making. Monitoring and follow-up ensure the delegated tasks are completed efficiently and align with organizational goals. This approach not only addresses immediate workload issues but also fosters a supportive work environment, enhances productivity, and reduces turnover intention. Together, these solutions create a holistic strategy for improving employee retention and fostering a healthier, more balanced organizational culture.

By implementing these solutions, PT. XYZ can mitigate dissatisfaction, strengthen engagement, and build long-term employee commitment.

## CONCLUSION

The findings of this study indicate that one of the main factors influencing employees' desire to leave their jobs at PT. XYZ is job dissatisfaction. Factors contributing to dissatisfaction include excessive workload, such as long working hours, heavy responsibilities, and high work pressure. Additionally, an imbalance in rewards, monotonous tasks, and lack of support from supervisors further exacerbate dissatisfaction. Work relationships that are purely transactional and lack emotional attachment to the company also increase turnover intentions. These interrelated factors significantly impact employees' decisions to leave the company.

To address this issue, the proposed retention strategy focuses on managing workload, as it is the most pressing problem for PT. XYZ employees. The strategy includes task delegation and workload reanalysis using the SWAT (Subjective Workload Assessment Technique) method to evaluate time, mental, and psychological pressures. This approach aims to develop targeted solutions to reduce workload-related stress and ultimately decrease employee turnover intentions.

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