

Employee Retention Enhancement Strategy to Reduce Turnover Rate at CV XYZ

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Abstract

The high employee turnover rate at the CV XYZ camping ground indicates a human resource management problem that affects organizational stability, service quality, and operational effectiveness. This research aims to identify the factors contributing to employee turnover and formulate relevant employee retention strategies. The research employs a qualitative approach using a case study method through in-depth interviews, observations, documentation, and literature reviews. The results reveal six main factors contributing to employee turnover: resistance to organizational change; leadership, communication, and supervision; integrity, discipline, and governance; work environment and organizational climate; psychological and cultural safety; and compensation and compensation fairness. The SWOT analysis indicates that the organization is positioned in the Grow and Build quadrant. This research develops nine employee retention strategies categorized into three levels of implementation: Corrective Strategies, Retention Strengthening Strategies, and Competitive Advantage Strategies. The study concludes that effective employee retention strategies should be implemented systematically through improvements in turnover-related factors, strengthening of the human resource management system, and optimization of competitive advantages. The findings are expected to provide practical guidance for CV XYZ in reducing sustainable employee turnover and serve as a reference for future research.

INTRODUCTION

Business competition in this era of globalization is becoming increasingly intense and complex. To survive and grow, companies must continuously innovate, improve their strategies, and maintain service quality. To compete with other organizations, companies need effective resource management to achieve their established goals and objectives (Ramadhona & Wahyuningtyas, 2019). Human resources are considered strategic organizational assets and key sources of competitive advantage because their knowledge, competencies, and unique characteristics are difficult for competitors to replicate (Akbar et al., 2026). Ineffective human resource management can trigger an increase in employee turnover, referring to the movement of employees into and out of an organization, which ultimately causes losses for the company (Wedanti & Gorda, 2018). Employee turnover is one of the major challenges faced by companies across various industries in managing their workforce (Setiyawan & Kusumaningrum, 2018). Dwesini (2019) states that employee turnover remains a major

challenge in the hospitality industry in many countries. As a highly customer-oriented industry, the success of the hospitality industry in achieving competitive advantage is largely determined by the quality of its human resources. According to Timsina (2024), employee turnover is influenced by various factors, including career opportunities, work-life balance, workload, leadership style, job roles, family commitments, working hours, salary levels, underdeveloped work environments, and inadequate compensation and incentives. Al-Suraihi et al. (2021) also stated that employee turnover can be caused by various factors, such as changes in leadership style, conflicts among colleagues, loss of trust, ineffective leadership behavior that decreases work morale and causes dissatisfaction, work environment conditions, workload, and organizational commitment.

CV XYZ COO (2025) stated that CV XYZ's head office is located in Bandung City, while CV XYZ's camping ground, which has a total of 38 field employees, is located in Pangalengan, Bandung Regency. He explained that the camping ground, which was established in mid-2021, did not have a dedicated field supervisor during approximately the first three years of operation. Overall, the company's performance during this operational period was considered relatively good, and the employee turnover rate was almost nonexistent. However, at the end of 2024, management identified a decline in employee performance that affected customer satisfaction. Employees were found to be non-compliant with standard operating procedures (SOPs), and several serious violations were committed by field employees. Therefore, in early 2025, management decided to recruit a supervisor specifically assigned to manage field operations. Within the organizational structure of CV XYZ, the field supervisor serves as an extension of top management and is responsible for supervising non-managerial employee performance, ensuring smooth daily operations, enforcing organizational rules, and communicating daily operational reports.

Field employee turnover data from 2024 and 2025 indicate changes in turnover dynamics after the company introduced the supervisor function into field operations. In 2024, before the implementation of the supervisor role, the employee turnover rate was relatively low and stable, with the total annual turnover rate recorded at 6.7% and only two employees leaving the company. This condition indicates that before the existence of field supervisors, the employee turnover rate remained within a low category and did not demonstrate significant symptoms of workforce instability. However, different conditions occurred in 2025 after the company introduced the field supervisor function. The total turnover rate increased significantly to 99.6%, with 31 employees leaving throughout the year. The highest increase occurred during the first period of 2025, with a turnover rate of 66.7%. Although the company recruited additional employees to maintain operational workforce requirements, continuous turnover caused CV XYZ to become concerned about the stability of its camping ground business. At the time this study was conducted, employee resignations were still occurring.

Based on data from the 31 employees who left the company, sudden resignation represented the highest category, with a total of 13 employees. Sudden resignation refers to a situation in which employees leave the company without following established resignation procedures or requirements. Meanwhile, only five employees resigned through formal procedures. Another significant category was procedural termination, involving 10 employees who left the company due to employment termination decisions. Meanwhile, sudden

termination accounted for three employees. When there is a significant and sustained increase in employee turnover, various factors may influence employees' decisions to resign; however, the most dominant factor identified was the desire to move to another workplace. Meanwhile, termination decisions were based on individual performance assessments conducted by field supervisors, as the company does not have dedicated human resource staff stationed at the field location.

The first supervisor assigned to the field position resigned because he felt uncomfortable with the work environment. Therefore, the company recruited a replacement supervisor to maintain operational continuity and employee discipline. However, according to the CHRO of CV XYZ, the supervisor replacement has not been able to reduce the ongoing high turnover rate among field employees. Although companies may perceive a certain level of turnover as an opportunity for workforce renewal, sustained turnover raises concerns regarding operational stability, decreases service quality, increases workload pressure among retained employees, and raises recruitment, training, employee adaptation, and overtime costs. In addition, the company's internal data indicates that most applicants lack adequate work experience and generally have only high school or vocational education backgrounds, while the company prioritizes candidates with D3 or S1 qualifications in hospitality and tourism-related fields. This condition is further exacerbated by the unavailability of accommodation facilities, such as employee housing or housing allowances for non-managerial employees, resulting in relatively low interest among applicants from outside the camping ground's surrounding area.

Although a certain level of employee turnover is necessary and can be considered healthy for an organization, excessively high turnover rates can lead to substantial costs because recruiting new employees with the same level of performance as previous employees requires considerable time, effort, and financial resources (Ntenga & Awuor, 2018). Employee turnover is considered acceptable as long as the rate does not exceed 10% (Satish & Eugene, 2024). Meanwhile, the employee turnover rate in the hospitality industry in Indonesia ranges from 11% to 29% annually, and specifically in Bandung City, it ranges from 12% to 38% annually (Andriani et al., 2021). Excessively high employee turnover negatively affects organizations and requires immediate identification of contributing factors and the formulation of preventive strategies (Andriani et al., 2021). This statement is also supported by Esa et al. (2022), who stated that employee turnover has the potential to disrupt the continuity of organizational operations. Therefore, companies need to formulate and implement effective prevention strategies to reduce employee turnover rates.

Employee retention, particularly among talented employees, aims to ensure that valuable human resources remain within the organization. To achieve this goal, organizations need to implement various strategic initiatives, such as strengthening employee commitment, increasing job satisfaction, and developing a strong sense of belonging and organizational pride (Ardyanfitri & Wahyuningtyas, 2017). Retention strategies can enhance employee engagement in the workplace, which subsequently reduces employees' intention to leave the organization and decreases overall turnover rates (Wedanti & Gorda, 2018). An employee retention strategy is a planned effort implemented by companies to reduce employee turnover, prevent unnecessary employee termination, retain high-performing employees, strengthen employee engagement and loyalty, and improve employee satisfaction within the work environment (Timsina, 2024). In developing retention strategies to address employee turnover, companies

need to understand employee attitudes, expectations, and needs, while applying appropriate motivational approaches and identifying influencing factors to establish effective preventive strategies (Samasonok, 2024). Based on the background description, it can be concluded that the significant and sustained increase in employee turnover at CV XYZ's camping ground indicates serious human resource management problems that create organizational concerns, particularly regarding the retention of potential employees.

Several studies have examined factors influencing employee turnover and retention strategies across various industries. Research by Al-Suraihi et al. (2021) identified that employee turnover is influenced by various factors, including changes in leadership style, conflicts among colleagues, loss of trust, ineffective leadership behavior, work environment conditions, workload, and organizational commitment. Dwesini (2019) found that employee turnover represents a major challenge in the hospitality industry, with career opportunities, work-life balance, and compensation identified as key contributing factors. Timsina (2024) further explained that family factors, working hours, and underdeveloped work environments also contribute to high employee turnover rates. Research by Andriani et al. (2021) demonstrated that the turnover rate in Indonesia's hotel industry ranges from 11% to 29% annually. Meanwhile, Ramapriya and Sudhamathi (2020) emphasized that effective retention strategies should include strengthening employee commitment, increasing job satisfaction, and developing employees' sense of belonging toward the organization.

Based on previous studies, several research gaps support the necessity of this research. Previous studies have generally been conducted in large-scale hospitality industries or multinational corporations, while research focusing on small- and medium-scale tourism service companies, such as camping grounds, remains limited. Furthermore, most previous studies have focused on general factors causing employee turnover without specifically examining turnover dynamics triggered by organizational changes, such as the implementation of new supervisory functions and governance strengthening. This study addresses this research gap by conducting an in-depth analysis of the factors contributing to high employee turnover at CV XYZ and formulating retention strategies relevant to organizations experiencing structural changes and work culture transformation.

This research aims to identify the factors contributing to high employee turnover at CV XYZ's camping ground and formulate relevant employee retention strategies to reduce turnover rates and retain potential employees. This research is expected to provide both theoretical and practical contributions. Theoretically, this study enriches human resource management literature, particularly regarding factors influencing employee turnover and retention strategies in small- and medium-scale tourism service companies undergoing organizational changes. Practically, this study provides strategic recommendations for CV XYZ in designing effective and sustainable employee retention policies, serves as a reference for similar organizations in managing employee turnover, and provides a foundation for future research on retention strategies in various organizational contexts.

RESEARCH METHODS

This research used a descriptive qualitative approach to identify and understand the factors causing employee turnover at CV XYZ Camping Ground, as well as to formulate relevant and effective employee retention strategies. According to Sugiyono (2023), qualitative research involves data collection through triangulation techniques, inductive data analysis, and an emphasis on understanding meaning rather than generalization. The research validity test referred to the criteria proposed by Lincoln and Guba (1985), which included four aspects: credibility, transferability, dependability, and confirmability. The research was supported by preliminary activities, including initial observations, informal interviews, and internal company data analysis, which identified increasing employee turnover as an ongoing problem. These initial findings served as the basis for determining the research focus, developing interview instruments, and directing the research analysis. Qualitative data analysis was conducted through several stages, including data preparation and organization, comprehensive data review, coding, category and theme development, data presentation through narratives and visualizations, and interpretation of the underlying meanings. The coding process helped identify patterns, relationships, and emerging themes from interview and observation data to provide a more comprehensive understanding of the research phenomenon (Creswell & Poth, 2018).

RESULTS AND DISCUSSION

Findings Based on Coding

All interview data was analyzed using a coding process supported by NVivo software. The theme of the findings represents various codes or phenomena regarding employee turnover and retention in CV XYZ. The number of files indicates the number of data sources that contain the theme, while references indicate the frequency of the theme's occurrence throughout the coding process. From a total of 180 nodes and 1,445 references on NVivo, 11 themes were found as follows:

Table 1. Themes of Findings Based on Coding on NVivo

Name	Files	References
Work environment and organizational climate	11	52
Psychological safety and cultural speak-up	7	36
Compensation and compensation adequacy	9	34
Resistance to organizational change and adaptation	8	33
Career development and internal mobility	8	26
Integrity, discipline, and governance risk	6	20
Family, geography, and work-life balance	5	14
Local culture, seniority, and leadership legitimacy	6	13
Supervisory leadership, communication, and supervision	5	13
Managerial structure and organizational capacity	6	11
Boomerang employee	5	8

Then a hierarchy chart to show the distribution of coding results based on the number of references on each theme. This visualization helps researchers identify the most dominant themes, but the determination of the research theme is still based on the interpretation of the overall data, and not solely on the frequency of occurrence.

Work Environment and Organizational Climate

This theme describes the informant's experience of relationships between colleagues, teamwork, social dynamics in the work environment, and the organizational atmosphere they feel while working. The findings showed that while most of the informants described a supportive working relationship and a conducive work environment, others experienced an unhealthy work environment due to interpersonal conflicts, the formation of informal groups (gangs), unethical behavior, and low cooperation between employees.

Some informants explained that a positive working relationship helps create a comfortable working atmosphere and supports the completion of daily work. On the other hand, a number of informants revealed that the negative behavior of some colleagues is actually a source of discomfort during work. Conflicts that arise are not only misunderstandings in work coordination, but also include exclusion, hostility between colleagues, and social pressure that causes some employees to feel unwelcome in the work environment. One of the former employees said that the unhealthy work environment was one of the main reasons he decided to leave the company. The informant revealed that after refusing the invitation to take actions that violated work ethics, he was shunned and hostile by several colleagues.

"I was once invited to participate in embezzlement, but I refused. I also tried to remember not to be like that, but instead I was the one who was hostile to him and some other colleagues." (N10)

Other findings show that the condition is not only experienced by one informant. Some informants revealed the existence of informal groups (gangs) that affect relationships between employees, the emergence of reluctance to convey problems to management, and reduced comfort at work. On the other hand, several informants also said that the working environment conditions began to improve after a number of employees who were considered to create a negative work atmosphere no longer worked at the company. These changes are considered to create more conducive working relationships, increase cooperation between teams, and build a more comfortable work atmosphere than before.

Psychological Safety and Culture Speak-Up

This theme describes the extent to which employees feel safe to express opinions, report violations, and raise problems that occur in the work environment without worrying about facing negative consequences. The findings show that some employees do not feel adequate psychological security so they choose to remain silent even though they know there is behavior that is contrary to the rules and values of the organization.

Most of the informants explained that the reluctance to convey the problem was not due to the unavailability of communication channels, but because of concerns about the social impact that might arise after the report was submitted. Informants expressed concerns that they would be hostile to their colleagues, be subjected to intimidation, receive threats, and face risks to their personal safety outside the work environment. This condition causes some employees

to choose to solve problems independently or even allow problems to continue without reporting to management. One of the former employees explained that he chose not to report the behavior of his colleagues even though he knew that there were actions that violated work ethics because he was worried about the consequences that would have to be faced after the report was made.

"I don't dare to report to my superiors or the main management, because if they get a warning or be dismissed from work, I can be affected again." (N10)

Similar findings were also conveyed by informants from the management who explained that some employees tend to choose to remain silent despite facing problems in the work environment. The informant assessed that concerns about widespread conflicts, social pressure from colleagues, and the emergence of bullying through social media are some of the factors that hinder employees' openness in conveying problems to the company. As a result, a number of conflicts are only known after they develop into bigger problems and affect working relationships within the organization.

Compensation and Compensation Fairness

This theme describes how employees assess the suitability between the compensation received and job responsibilities, workload, and other benefits provided by the company. The findings show that most of the informants consider the compensation provided by the company to have been able to meet basic needs and is relatively competitive compared to similar businesses in the surrounding area. However, some informants still have expectations for increased compensation and additional benefits that are considered to be more reflective of their work contributions and responsibilities.

Most of the informants said that salaries, incentives, service charges, overtime payments, and facilities provided by the company have provided sufficient support in meeting daily needs. The informant also assessed that the company has tried to adjust compensation to the level of responsibility in each job position. However, some informants revealed that the increase in responsibility has not always been followed by a comparable increase in compensation, so there is still hope for salary adjustments, allowances, and other benefits, such as THR and health protection.

One of the informants explained that the compensation received was considered sufficient to meet the needs, but not fully proportional to the workload carried out.

"If you are asked whether it is proportional to the workload or not, why do you expect a higher salary, referring to the same workload, because the work in the field relies a lot on my position. The coordination is also a lot with me for the needs of guests." (N5)

Other findings show that perceptions of compensation fairness also influence employee decisions in considering career sustainability in the company. Some former employees revealed that higher compensation offers and clearer benefits from other companies were one of the considerations when deciding to accept a new job. On the other hand, some active employees stated that they still chose to stay because they felt that the compensation received was still proportional to the job responsibilities and supported by additional benefits, such as service charges, overtime pay, and work locations close to where they lived.

Organizational Change and Adaptation Resistance

The results of the thematic analysis show that resistance to organizational change and adaptation processes are one of the main factors that contribute to the high turnover of employees in the CV XYZ camping ground unit. The findings show that organizational changes characterized by the establishment of supervisory functions, strengthening the implementation of standard operating procedures, improving work discipline, and more structured performance evaluations have elicited diverse responses among employees. Some informants see the change as an effort to improve the professionalism and operational quality of the company, while others have difficulty adjusting to new work expectations.

This difference in perception can be seen in the experience of employees who have been working for a long time since before organizational changes were implemented. Employees who have become accustomed to work patterns before the change tend to take longer to adapt to more intensive supervision systems, the implementation of SOPs, stricter work discipline, and changes in coordination mechanisms. Conversely, some informants who have experience working in organizations with more structured systems consider the change to be natural. One of the informants explained:

"At first there were no rules, but suddenly there was a supervisor and there were rules, so the majority of colleagues were shocked. I've always been a fan of the same thing, so I don't think it's weird. Maybe some employees who don't have a lot of experience, yes, they will be surprised." (N4).

Meanwhile, management views the change as a necessary step to improve organizational governance and improve the quality of service to customers. This condition shows that the process of organizational change has not been followed by the same level of adaptation readiness for all employees.

Some former employees also said that changes in the work system affect their work comfort and are one of the considerations in their decision to leave the company. On the other hand, the informant from the management explained that the organizational change was carried out in response to declining compliance with operational standards and the need to improve the company's operational effectiveness. Thus, the findings of the study show that turnover is not solely triggered by organizational changes themselves, but by differences in individual ability to adapt.

Career Development and Internal Mobility

The results of the thematic analysis show that career development and internal mobility are one of the factors that influence employees' decisions to stay and consider job opportunities outside the company. This theme reflects how the company provides opportunities for employees to develop competencies, participate in training, obtain promotions, and rotate to job positions that suit their interests and potential. The findings show that career development opportunities are perceived as a form of corporate investment in human resources while providing clearer career prospects for employees.

Most of the informants explained that the company has provided various forms of human resource development, such as hospitality training, soft skills training, discipline development, as well as promotion and job rotation opportunities. The informant from the management also said that the company openly provides opportunities for employees to develop their competencies and careers, especially considering the limited availability of

quality labor in the company's operational area. However, some informants revealed that the implementation of the training program lost the routine of the schedule.

The findings of the study also show that internal mobility opportunities are one of the factors that influence employees' decisions to stay in the company. Some informants expressed their desire to move to another position that was more in line with their interests and career goals. One of the informants revealed that he had considered looking for a job at another company because there was no position available that suited his career aspirations. However, after the company gave the opportunity to participate in the rotation of positions, the desire no longer arises.

"This rotation is clearly a development process. I am grateful to the company for giving me the opportunity for a career path even though I don't have any work experience as a barista. I am grateful to be accepted for a career path even though I have just finished studying the knowledge." (N8)

Another finding shows that not all employees view job promotion as the main goal at work. Some informants stated that they were comfortable in their current position, but were still willing to accept promotions or rotations if the company needed them and accompanied by adequate learning support. This condition shows that career development is not only interpreted as a promotion in position, but also as an opportunity to gain new experience, expand competencies, and develop one's potential according to the needs of the organization.

Integrity, Discipline, and Governance Risk

The results of the thematic analysis show that strengthening integrity, discipline, and organizational governance are one of the factors that shape the dynamics of employee turnover in the CV XYZ camping ground unit. This theme describes changes in the organizational management system through the implementation of more consistent standard operating procedures (SOPs), improving work discipline, strengthening accountability, more structured performance evaluation, and supervision of work implementation. These changes show the company's efforts to build a more professional, standardized, and aligned work system with organizational goals. Most of the informants explained that before the strengthening of organizational governance was carried out, the implementation of the work was still taking place informally with a relatively low level of supervision. Work rules have not been implemented consistently so that the implementation of work depends more on the habits of each employee. One of the informants described the condition as follows:

"In the past, when there was no supervisor, it was not conducive and very irregular, the work rules were also said to be 'there is no one' in the past." (N4)

The findings show that organizations do not have a structured work system before strengthening governance through the implementation of SOPs, improving work discipline, performance evaluation, and more consistent supervision mechanisms. After the company strengthens organizational governance, every employee is required to carry out work in accordance with SOPs, meet the performance standards that have been set, and be accountable for the implementation of their duties more consistently. In addition, the company began to implement periodic performance evaluations as a basis for monitoring performance achievements and compliance with work rules.

From a management perspective, strengthening organizational governance is carried out to increase operational effectiveness, maintain consistency in work implementation, and

build a more disciplined and responsible work culture. On the other hand, some informants view that the more consistent application of rules changes organizational expectations of employee work behavior, especially in terms of discipline, compliance with procedures, and responsibility for work. The findings show that the changes that occur are not only related to the addition of rules, but also to the strengthening of the governance system that governs how work is carried out and evaluated in a more structured manner.

Family, Geographical Factors, and Work-Life Balance

The results of the thematic analysis show that family factors, geographical proximity, and work-life balance are among the factors that influence employees' decisions to stay or leave the company. This theme describes how family conditions, the distance between where you live and work, and the balance between work and personal life shape employees' considerations in evaluating their career sustainability. The findings suggest that these factors play a role more as a reason for employees to stay motivated than as the main cause of turnover.

Most of the informants explained that a work location close to their place of residence provides various benefits, such as reduced travel time and costs, no need to live outside the area, and allows employees to be with their families more often. This condition is perceived as one of the company's advantages that increases work comfort. In addition, several informants also said that responsibilities as the head of the family, wedding plans, and obligations to family members are important considerations when accepting or rejecting job opportunities elsewhere.

The research findings also show that the work system that the company has implemented provides enough space for most employees to maintain a balance between work and personal life. The use of a shift work system, a more structured schedule distribution, and reduced overtime needs after operational system improvements allow employees to have more time for family and personal activities. One of the informants explained that the change in the operational system had a direct impact on his work-life balance.

"In the past, before there was a supervisor, I didn't have time for my family. Because if there is an operation that must be handled, I have to come to the location even though I am already at home." (N6)

Most of the informants also revealed that after the operational system became more regular, the need for overtime was reduced so that time with family could be more maintained. On the other hand, some informants said that when there is a shortage of workers due to simultaneous resignations, the temporary workload increases and some employees have to work overtime to maintain smooth operations. However, this condition is seen as a temporary situation and does not change their perception that the company has provided a good enough work-life.

Local Culture, Seniority, and Leadership Legitimacy

The results of the thematic analysis showed that local culture, seniority, and leadership legitimacy were among the contextual findings that influenced the dynamics of employee turnover at CV XYZ's camping ground. This theme describes how local identity, social relationships that have been formed in the surrounding environment, and perceptions of authority affect employees' acceptance of leadership and the implementation of organizational policies. The findings show that some of the conflicts that occur in companies are not solely triggered by differences in policies and leadership styles, but are also influenced by the

existence of a group of employees who feel that they have a stronger social position because they come from the local area and have worked in the environment for a long time.

Some informants explained that some employees showed a tendency to find it more difficult to receive directions from supervisors and other employees from outside the region. This condition causes policy implementation and law enforcement to often face obstacles, especially when carried out by parties perceived as immigrants. In some cases, the directions given are not rejected directly, but responded to through sarcasm, rejection of corrections, and the formation of negative opinions in the work environment and social media. One of the informants explained that the rejection of supervisors at the beginning of the organizational change period was not entirely due to the way of leading, but also because of the supervisor's status as an immigrant.

"Another colleague said, he said that this former employee did not accept correction because the supervisor who corrected him was not a local resident, but an immigrant." (N11)

Similar findings were also conveyed by several other informants who revealed that there were informal groups that felt they had greater influence because they came from the local area. This perception affects the working relationship, acceptance of direction, and the dynamics of interaction between local employees and immigrants. The informant explained that these conditions do not reflect the character of the entire local community, but only involve a small number of individuals who build influence through informal seniority and social closeness in the surrounding environment.

Leadership, Communication, and Supervisory Supervision

The results of the thematic analysis show that leadership, communication, and supervisory supervision are one of the factors that contribute to the high turnover of employees in the CV XYZ camping ground unit. The findings show that perceptions of leadership are not only influenced by the presence of supervisors, but also by the effectiveness of communication between management and employees, clarity of policy delivery, consistency of supervision, and coordination mechanisms during the organizational change process.

Some informants assessed that the presence of supervisors had a positive impact on company operations through the implementation of more structured work standards, increased discipline, and more consistent supervision. However, some informants revealed that the communication process has not run optimally, especially in the delivery of policies, coordination, and the delivery of employee aspirations to management. This condition causes information gaps that affect employees' understanding of the changes that are being implemented. One of the informants explained that communication barriers are more caused by limited direct interaction between management and employees so that information and complaints are often not conveyed effectively.

"Everyone must have more or less, if there is a lack of communication, because sometimes employees and bosses or management have things that are wrong, miss info. Maybe it's good to have regular meetings, so that employees can hear their complaints, because if you come in person, sometimes employees feel uncomfortable with it because they rarely communicate, at least just send a message to the supervisor and it arrives to the management late." (N4)

In addition, the results of the study show that the change of supervisors carried out by the company has not been followed by a decrease in employee turnover. The findings indicate that high turnover is not solely influenced by the characteristics of individuals who carry out

supervisory functions, but also related to the effectiveness of communication systems, coordination, and policy implementation within the organization.

Managerial Structure and Organizational Capacity

This theme illustrates how the adequacy of organizational structure, the availability of managerial personnel, and the division of roles in employee management functions affect the smooth communication, coordination, and implementation of various human resource management practices. The findings show that the company already has a management structure in place, but organizational growth has not been fully followed by the addition of commensurate managerial capacity.

Some informants explained that human resource management is still handled by a limited number of personnel, so several functions must be concurrent with management and supervisors in the field. This condition has caused several employee development programs, such as routine training and human resource development, to not be implemented consistently. In addition, the limited number of personnel also causes the process of delivering information, coordinating employee needs, and following up on various problems to take longer than expected. One of the informants from the management explained that the increasing number of employees and operational complexity have not been balanced with the addition of adequate personnel to the human resource management function.

"In my opinion, the main managers themselves lack staff, so many chiefs are burnout. If I am in my own position, I hope to be able to add HR staff so that I have a team that I can work with, so that the HR management strategy in this company can be more optimal." (N1)

Similar findings were also conveyed by several other informants who proposed the addition of special HR staff in the field so that communication between management and employees can take place faster and more effectively. Some informants explained that the delivery of aspirations and operational needs still depends a lot on supervisors because the intensity of interaction with the main management is relatively limited. This condition shows that supervisors play an important role as a liaison between management and employees in carrying out daily operations.

Boomerang Employee

The results of the thematic analysis show the existence of the phenomenon of boomerang employees, namely former employees who return to work in the company after gaining work experience in other organizations. This theme shows that the decision to leave the company is not always caused by dissatisfaction with the organization. On the other hand, some former employees still maintain a positive perception of the company so they are willing to return when the opportunity to work again becomes available. The findings show that the relationship between the organization and former employees can be maintained even after the employment relationship ends.

One of the informants explained that he left an external company not because of conflict or dissatisfaction with work, but because of family considerations when working outside the region. After gaining work experience in another company, the informant decided to return to work at CV XYZ because he assessed the work location closer to his place of residence, the compensation received was quite competitive, and the company's operations provided a dynamic work experience. In addition, the informant also assessed that the condition of the

organization has improved compared to before, especially in the implementation of the work system and the creation of a more conducive work environment.

"The SOPs are more structured and the work environment is more comfortable and conducive because the toxic people have come out." (N7)

Other findings suggest that boomerang employees not only bring back work experience from previous organizations, but also provide a new perspective on human resource management practices in companies. The informant conveyed various constructive inputs, such as the importance of maintaining the supervisor's function to maintain work discipline and the need for activities that can strengthen togetherness between employees. From a management perspective, the company also expressed its openness to accept back former employees who have a good track record of performance, integrity, and discipline. This shows that the recruitment process is carried out while still considering the suitability of individual characteristics with the needs of the organization.

Factors Causing High Employee Turnover on CV XYZ

Based on the results of interviews, observations, documentation, and the coding process using NVivo, this study shows that the high turnover of employees at the CV XYZ camping ground is not caused by a single factor, but is the result of interaction between various factors. Although this study produced eleven research themes through the coding process using NVivo, not all themes were directly factors causing high turnover in CV XYZ. Therefore, the researcher synthesizes the overall findings by considering the relationship between themes, the intensity of the occurrence of phenomena in the interview results, the cause-and-effect relationship formed during the analysis process, and the researcher's contextual understanding of the organizational dynamics being studied. The synthesis process produced six main factors that were considered to contribute the most to the high turnover of employees at the CV XYZ camping ground.

The results of the study show that the high turnover of employees at the CV XYZ camping ground is more influenced by the dynamics of organizational change and internal organizational factors, especially resistance to change, leadership and communication patterns, strengthening organizational governance, a work environment that is not fully conducive, and low psychological safety. Meanwhile, compensation is not the dominant factor that drives turnover, but a supporting factor that can strengthen retention if managed more fairly and in accordance with the employee's workload.

The six factors were chosen because they showed the strongest association with the employee's decision to resign or be dismissed during the study period. Meanwhile, other themes such as career development, local culture, geographical factors, work-life balance, and employee boomerang were retained as important research findings, but rather represented strategic factors that affect employee retention and became the basis for the preparation of SWOT analysis and the formulation of strategies to increase employee retention, rather than as a direct cause of high turnover. The factors that cause high turnover at CV XYZ include:

Resistance to organizational change and adaptation

The first factor that triggers an increase in turnover is resistance to organizational change and adaptation. The findings of the study show that the increase in turnover in CV XYZ is not solely influenced by individual employee factors, but is also a consequence of the ongoing organizational transformation process. Companies that previously operated for about

four years without full supervisory supervision began to implement organizational changes through the placement of supervisors who conduct daily supervision, strengthening the implementation of SOPs, improving work discipline, and more structured performance evaluations. These changes improve the quality of organizational governance, but at the same time cause resistance from some employees who are used to working with loose supervision.

As a result, there are employees who choose to resign because they are unable to adjust, while others are dismissed because they fail to meet the new work standards or are unable to meet organizational expectations. The findings are in line with the organizational change theory put forward by (Cancanon et al., 2022) and (Raharja & Srikiandiati, 2017) which explains that organizational change does not only focus on changes in structures and procedures in the organization, but also requires the readiness of individuals to accept those changes. In Lewin's perspective, this condition describes the changing stage, which is when the organization begins to implement a new way of working, while some employees have not successfully adapted to the changes that occur.

Leadership style, communication, and supervisory patterns

Resistance to these changes is further strengthened by the leadership style, communication, and supervisory supervision patterns which are the second factors that cause high turnover. The research findings show that increased turnover is not only influenced by organizational changes, but also by the way supervisors lead and communicate those changes. Although supervisors are considered firm and consistent in enforcing rules, the communication pattern that tends to be one-way makes some employees feel less heard and do not have space to express their opinions. As a result, organizational change is perceived as pressure, thus reinforcing the desire of some employees to leave the company. These findings are in line with (Badu & Djafri, 2017) which states that the success of an organization depends not only on managerial abilities, but also on the effectiveness of leadership in building communication, influencing behavior, and creating a work culture that supports the achievement of organizational goals. In addition, social exchange theory by Blau (1964) in (Meira & Hancer (2020)) explained that the working relationship is built on the principle of reciprocity. When employees feel undervalued or lack of space to communicate, the quality of relationships with the organization weakens, and the commitment to perseverance decreases. From the perspective of employee retention theory (Ramapriya & Sudhamathi, 2020) These findings suggest that successful retention depends not only on rule enforcement, but also on leadership capable of building two-way communication, trust, and employee engagement during the organizational change process.

Integrity, discipline, and organizational governance

In addition to leadership factors, the study also found that integrity, discipline, and organizational governance contribute to high turnover rates, especially involuntary turnover. The implementation of stricter supervision makes various forms of previously unidentified disciplinary violations easier to detect, such as SOP violations, repeated delays, absences without clear reasons, misuse of benefits, misuse of company assets, and acts of fraud. The company provides employees with the opportunity to make improvements within a certain period of time before making a decision to dismiss, while fraud cases are dealt with directly through termination of employment. Thus, some of the increase in turnover is a consequence of strengthening organizational governance and the application of more consistent work

discipline. The findings are in line with (Pratama et al, 2023) which explains that integrity violations, such as fraud, embezzlement, and misuse of organizational assets, are serious violations that require companies to take firm action through involuntary turnover to maintain organizational integrity and governance. In addition, (Sugiarto & Hariyati, 2024) states that repeated disciplinary violations, such as poor attendance or absenteeism, are the main basis for the organization to terminate employment in order to maintain productivity and operational effectiveness. So that the increase in turnover in this study does not fully reflect the failure of the company to retain employees, but is also the result of the application of work discipline and organizational standards that are increasingly consistent and regular.

Work environment and organizational climate

The findings of the study show that the work environment is not only determined by the working relationship in general, but also by the social dynamics that develop among employees. Although some informants consider that the relationship between employees is going well, the existence of informal groups that commit work violations, ostracize colleagues who perform well, and affect social relations creates a less conducive work climate. This condition causes discomfort for some employees and ultimately becomes one of the factors that drives the decision to leave the company. These findings are in line with (Febriansah, 2018) which states that an unconducive work environment, especially from sociophysiological aspects, such as the formation of certain groups, conflicts, jealousy, and disharmonious working relationships, can be an additional burden for employees and hinder the implementation of work. A work environment that conducive and supports work-life balance can help reduce job-related stress and create a healthier workplace, thereby enhancing employee well-being and increasing the likelihood of retaining employees within the organization (Dudija, Putri, & Kamila, 2023). In this study, the existence of informal groups not only affects relationships between employees, but also creates a less supportive work climate for employees who try to carry out their work according to company rules. This condition also supports the social exchange theory put forward by Blau (1964) in (Meira & Hancer (2020)) which explains that an employee's desire to stay is influenced by the quality of the relationship established with the organization and its work environment. From the perspective of employee retention theory (Ramapriya & Sudhamathi, 2020), these findings suggest that creating a healthy, harmonious, and collaborative work environment is an important part of retention strategies to retain employees and reduce turnover rates.

Psychological safety and cultural speak-up

The findings of the study show that low psychological safety is also a factor that drives the increase in turnover in CV XYZ. Some employees do not feel safe to express their opinions or report violations that occur in the work environment because they are worried about triggering prolonged conflicts, being intimidated by certain groups, or facing consequences that are detrimental to themselves. As a result, some employees choose to remain silent (silence behavior) rather than convey the problems they face. Normalized deviance describes how deviations from correct behavior become common in the company culture (Sari, R. D., & Dudija, 2024). In some cases, this condition develops into a desire to resign because employees feel that the work environment no longer provides a sense of psychological security. This finding is in line with the concept of psychological safety put forward by Edmondson (1999) and reexplained by (Newman et al., 2017) that employees will be more courageous to

express ideas, opinions, or problems when they believe they will not receive negative consequences from these actions. Conversely, when a sense of psychological security is not established, employees tend to avoid open communication, choose silence, and reduce their involvement in the organization. This condition can ultimately reduce employee commitment to survive.

Compensation and compensation fairness

In contrast to the previous factors, compensation and compensation fairness do not appear as the main causes of high turnover. In contrast to the assumption that turnover is generally influenced by compensation, the results of the study show that organizational factors are the main trigger for the increase in employee decisions to resign or be dismissed by the company. The majority of informants assessed that the salaries, incentives, and facilities provided by the company had met their basic expectations so that they were not the main reason for resigning. However, some informants still expect an increase in the value of THR, compensation adjustments for employees with higher workloads, and a compensation system that is perceived to be fairer than other colleagues. This shows that compensation plays a greater role in influencing employee satisfaction and retention than as a direct trigger for turnover. The findings are in line with Adams's equity theory put forward by Adams in (Prayoga (2016)) which explains that employees not only assess the amount of compensation received, but also compare its suitability with the contributions made as well as the treatment received by other co-workers. When compensation is perceived as fair, employees tend to show satisfaction and a positive work attitude. On the other hand, if a perception of injustice arises, employees may experience dissatisfaction and begin to consider various forms of response, including the desire to leave the organization. However, in this study, the perception of injustice was not the dominant factor that drove turnover, but rather in the form of hope for the improvement of the compensation system. These findings also support the (Qomariah, 2020) stating that appropriate compensation plays an important role in retaining outstanding employees, increasing loyalty, and reducing turnover rates.

Relevant Retention Strategies to Reduce Turnover on CV XYZ

Although this study identified six main factors that are the cause of high turnover, the development of retention strategies is not based on these six factors alone. Strategy design requires a more comprehensive consideration of all strategic factors found during the research. Therefore, the SWOT analysis uses all eleven research themes as the basis of the analysis.

Based on the results of the SWOT analysis supported by the member checking process, IFAS and EFAS weighting, IE Matrix, and SWOT matrix, this study concludes that the most relevant retention strategy to be applied to CV XYZ camping ground employees is a Grow and Build-oriented strategy. The retention strategy is then organized into three levels of implementation as follows:

Table 2. Strategy Mapping

Strategy Level	Retention Strategy	Strategy Objectives	Alternative Basis	Implementation Objectives
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				Strategy (SWOT Matrix)
(1) Corrective Strategies	Strengthening Leadership, Communication, and Employee Engagement		WO1 + WT1	Strengthen two-way communication, leadership qualities, and employee engagement.
	Strengthening the Capacity of Human Resources Functions	Fixing internal weaknesses that are the root cause of turnover as a foundation for strengthening the employee retention system.	WO2 + WT2	Strengthening human resource functions, improving organizational structure, clarity of task division, and work authority.
	Strengthening Psychological Safety and Speak-up Culture		WO3 + WT3 + ST2	Build a psychologically safe work environment and encourage a culture of openness, mutual respect, collaboration, and support.
(2) Retention Strengthening Strategies	Optimization of the Compensation System and Compensation Fairness		SO2	Optimize a fair, transparent, and contribution-based compensation system.
	Strengthening Change Management and Organizational Adaptation	Optimize organizational practices, systems, and strengths that have been well established to	SO4	Maintaining the sustainability of organizational change through a structured adaptation process.
	Strengthening Organizational Governance Based on SOPs and Good Governance	strengthen employee retention on an ongoing basis.	ST1	Strengthen the consistency of SOP implementation, governance, and organizational accountability.
	Competency-Based Career Development		ST3	Provide development opportunities based on competence and performance.
(3) Competitive Advantage Strategy	Strengthening Employer Branding	Leveraging the organization's competitive advantage to increase the company's	SO1	Strengthening the organization's image as a superior workplace and in demand by the local community.

Development of the Boomerang Employee Program	attractiveness as well as build sustainable employee retention.	SO3	Maintain long-term relationships with former employees as part of a long-term retention strategy.
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Source: Researcher Data, 2026

Beyond reducing employee turnover, the proposed strategies are intended to strengthen human resource management practices and enhance organizational capabilities, thereby establishing a solid foundation for sustainable organizational growth.

The implementation of the strategy is divided into three stages. The first stage, corrective strategy, is focused on solving the root causes of turnover through strengthening leadership quality, improving two-way communication between management and employees, optimizing human resource functions, and creating psychological safety so that employees feel safe in conveying opinions, inputs, and problems in the workplace.

The second stage, the retention strengthening strategy, is directed to improve and improve the employee management system that has been running. These steps include improving a fair and transparent compensation system, strengthening change management to make the organizational adaptation process more effective, implementing governance based on Standard Operating Procedures (SOPs) and good governance principles, and competency-based career development to provide development opportunities for every employee.

Furthermore, the third stage, the competitive advantage strategy, aims to build the attractiveness of the organization as a quality workplace. This strategy is realized through strengthening employer branding to improve the company's image in the eyes of candidates and existing employees, as well as the development of the Boomerang Employee Program that opens opportunities for former employees who perform well to rejoin the organization. With this gradual approach, CV XYZ is expected to be able to create a more effective retention system, increase employee commitment and loyalty, and support the sustainability of organizational performance.

CONCLUSION

Research shows that the high employee turnover rate at CV XYZ Camping Ground was caused by a combination of internal organizational factors rather than a single factor. The six main factors influencing employee turnover were: (1) resistance to organizational change and adaptation, (2) supervisory leadership, communication, and supervision, (3) organizational integrity, discipline, and governance, (4) work environment and organizational climate, (5) psychological safety and a speak-up culture, and (6) compensation and compensation fairness. The most dominant factors were resistance to organizational change and the strengthening of work discipline, while compensation was not identified as the primary cause of turnover but served as a supporting factor in employee retention when managed fairly and transparently. Other factors, such as career development, local culture, geographic conditions, work-life balance, and boomerang employees, played a greater role in supporting retention strategies rather than directly causing employee turnover.

Based on the SWOT analysis, the most appropriate retention strategy for CV XYZ was the Grow and Build strategy, which focused on strengthening human resource management and improving organizational competitiveness. The strategy was formulated into three implementation stages: (1) corrective strategies through strengthening leadership, communication, human resource functions, and psychological safety; (2) retention strengthening strategies through improvements in the compensation system, change management, SOP-based governance, and career development; and (3) competitive advantage strategies through strengthening employer branding and developing a boomerang employee program. The findings confirmed that employee retention could not rely solely on increased compensation but required comprehensive improvements in organizational systems to enhance employee commitment, engagement, and long-term sustainability.

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