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**ANALYSIS OF TURNOVER INTENTION IN THE HUMAN
RESOURCE DEVELOPMENT DEPARTMENT OF PT XYZ**

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Abstract:

This study aims to analyze the phenomenon of turnover intention within the Human Resource Development (HRD) Department of PT XYZ, a maritime and logistics service company located in the Special Capital Region of Jakarta, which experienced an increase in employee resignations, with three employees resigning in 2025 and four employees in 2026. The study employed a descriptive qualitative approach using data collection techniques consisting of semi-structured in-depth interviews, observation, and documentation involving four participants selected through purposive sampling, comprising one HRD Manager as the key informant and three HRD staff members, including one former employee who had resigned, as secondary informants. Data validity was ensured through source and technique triangulation, while data were analyzed using the Miles and Huberman interactive model. The findings indicate that the turnover phenomenon developed gradually and was primarily triggered by changes in leadership style following the appointment of a new manager. Factors contributing to turnover intention included excessive and disproportionate workloads, an overly controlling leadership style (micromanagement), a lack of trust from supervisors toward subordinates, perceived unfairness in managerial practices, and poor management of work transitions. Efforts required to reduce turnover intention include improving leadership quality as the primary priority, establishing fair and transparent managerial performance evaluation mechanisms, redistributing workloads, accelerating recruitment processes, and setting clear and consistent expectations and performance standards. This study contributes to the development of turnover intention research through a qualitative approach, particularly within the context of human resource management departments in the maritime sector, which remains relatively underexplored in existing literature.

Keywords:

Turnover Intention, Human Resource Development, Leadership, Workload, Employee Retention, Job Satisfaction, Qualitative Research



BACKGROUND

Human Resource Management (HRM) is a strategic approach that views employees as valuable organizational assets, making employee retention a central concern in effective HRM practice (Syahiruddin et al., 2026; Walenta et al., 2025). One of the major challenges in HRM is a high turnover rate, which can increase recruitment and training costs, cause the loss of organizational knowledge, and reduce productivity (Shavira & Purwanti, 2025). Before an employee actually leaves an organization, there is typically a stage known as turnover intention, i.e., the employee's intent to leave the job or organization, which is influenced by factors such as job satisfaction, workload, and organizational climate (Syahiruddin et al., 2026; Setiadi et al., 2022). This phenomenon is clearly reflected in the Human Resource Development (HRD) Department of PT XYZ, a maritime and logistics service company in Jakarta, which experienced an increase in resignations from three employees in 2025 to four employees in 2026. This condition is ironic given that the HRD Department is supposed to be at the forefront of employee management and retention, yet it faces a turnover problem within its own unit (Setiadi et al., 2022). A pre-research survey of 12 HRD employees found that 91.7% of respondents had previously considered leaving the company, and all respondents admitted they lacked confidence in staying with the company long-term. Given that most prior studies on turnover intention have relied on quantitative approaches that fail to capture employees' subjective experiences in depth (Ainiyah et al., 2025; Prasojo & Trihantoyo, 2026), and that research specifically on HRD departments and the maritime sector remains limited (Fin & Harito, 2025), this study seeks to fill that gap through a descriptive qualitative approach.

THEORETICAL FRAMEWORK

This study is grounded in two main concepts: Human Resource Development (HRD) and turnover intention. HRD is understood as a strategic function within human resource management that focuses on enhancing individual and organizational capabilities through training, competency development, and continuous learning to support organizational goals (Ainiyah et al., 2025; Susano et al., 2023). In the context of modern organizations, HRD is no longer viewed merely as an administrative function but as a strategic instrument that fosters a learning culture, strengthens retention, and builds organizational competitive advantage (Sunarni & Ibrahim, 2025; Idrus et al., 2023). Turnover intention, meanwhile, is defined as an employee's psychological tendency toward the desire to leave an organization prior to actually deciding to resign, representing the early stage of the decision-making process to exit (Pardede & Siahaan, 2024; Hidayah et al., 2026). The formation of turnover intention is described as a gradual process that begins with dissatisfaction, progresses into an evaluation of the costs and benefits of staying versus leaving, and culminates in a strong intent to leave (Kurniawaty et al., 2019). Theoretically, the drivers of turnover intention are grouped into three categories:



individual factors (such as job stress, job satisfaction, and organizational commitment), organizational factors (such as leadership style, procedural justice, and management of work transitions), and external factors such as labor market conditions (Abet et al., 2023). This theoretical framework serves as the foundation for analyzing how the interaction between individual conditions and the organizational environment shapes employees' intention to stay or leave the HRD Department of PT XYZ.

METHOD

This study employed a descriptive qualitative approach to obtain an in-depth understanding of the turnover intention phenomenon in the HRD Department of PT XYZ, without any intervention in the object of study (Fadli, 2021; Adiningrat et al., 2025). The research was conducted from November 2025 to May 2026 using both primary and secondary data. Primary data were collected through in-depth semi-structured interviews, observation, and documentation, while secondary data were obtained from relevant scientific literature (Nasywa Hafizah et al., 2025). Informants were selected using purposive sampling, with criteria requiring at least one year of tenure and direct involvement in HR management activities (Andriani et al., 2025), yielding four participants: one HRD Manager as the key informant, and two active HRD staff along with one former HRD staff member as secondary informants. The research instrument was a semi-structured interview guide developed based on indicators of employees' interpretation of turnover, perceptions of working conditions, factors driving turnover intention, and mitigation efforts. Data validity was ensured through source and technique triangulation (Husnullail & Jailani, 2024), while data analysis followed the Miles and Huberman interactive model, comprising four stages: data collection, data reduction, data display, and conclusion drawing/verification (Utomo, 2021).

RESULT

The findings show that between 2024 and May 2026, a total of 12 employees left the HRD Department of PT XYZ, with an increasing trend over the years and the emergence of "runaway" cases (leaving the job without notice) starting in 2025. Based on interviews with the four participants, the turnover phenomenon was not seen as driven by individual personal reasons but rather by organizational changes, particularly following the appointment of a new manager who adopted a micromanagement leadership style with little relational chemistry with the team. Nevertheless, strong peer relationships and adequate physical working conditions were seen as factors that helped some employees stay longer.

Regarding the factors driving turnover intention, the findings point to two dominant categories, individual and organizational factors, while external factors, such as opportunities at other companies, were not found to be major drivers. On the individual side, excessive workload (one person handling tasks meant for two) triggered physical and mental exhaustion and disrupted work life balance, compounded by a perceived imbalance between workload and compensation. On the organizational side, the manager's leadership quality was seen as lacking



objectivity, managerial actions were perceived as unfair, and poor management of work transitions during resignations further intensified working conditions.

Regarding the efforts needed to reduce turnover intention, all participants agreed that improving leadership quality is the most urgent priority, followed by establishing a fair and transparent managerial performance evaluation system, redistributing workloads alongside accelerated recruitment, and setting clear and consistent work expectations and standards. Participants also emphasized that these improvements must be demonstrated through concrete action rather than mere written policy, in order to restore employees' trust in the organization.

DISCUSSION

These findings reinforce the view that turnover intention develops gradually, beginning with accumulated dissatisfaction and eventually forming a strong intent to leave (Kurniawaty et al., 2019). The change in leadership style emerged as the most frequently cited starting point among participants, consistent with evidence that authoritarian leaders who fail to appreciate subordinates' contributions tend to drive employees to seek better work environments, whereas supportive leaders have been shown to reduce the desire to leave (Kurniawaty et al., 2019). The mental exhaustion experienced by employees due to prolonged work pressure also aligns with the concept of burnout described by Haar et al. (2014), in which continuous strain without adequate relief or support can turn the intention to change jobs into an urgent need. Interestingly, the quality of peer relationships appeared to function as a social buffer helping employees endure a problematic leadership environment, although this buffering effect has its limits once workload and leadership pressure become too severe.

In terms of driving factors, these findings are consistent with the categorization of turnover intention drivers into individual and organizational dimensions (Abet et al., 2023). The excessive workload experienced by employees is closely related to the concept of work overload as a primary source of job stress (Kurniawaty et al., 2019), while perceived unfairness in managerial actions relates to the concept of procedural justice, which affects employees' trust in the organizational system (Abet et al., 2023). Poor management of job transitions during resignations also reflects the phenomenon of dysfunctional turnover, in which the departure of experienced employees results in the loss of institutional knowledge that is difficult to replace in a short time (Miftahurrohman & Munifah, 2024). Regarding improvement efforts, leadership reform aligns with retention theory that positions effective leadership as a central factor in building a supportive work culture (Xuecheng et al., 2022), while workload redistribution contributes to improved work-life balance as a key component of retention strategy (Ahmad Saufi et al., 2023). However, these measures will only be effective if implemented consistently, since retention programs not followed by concrete action risk further eroding employees' already diminished trust (Wahyudi et al., 2023; Al-Suraihi et al., 2021).

CONCLUSION



This study concludes that the turnover phenomenon in the HRD Department of PT XYZ was not driven by employees' personal reasons but by a change in leadership style toward micromanagement with little relational connection to the team following the appointment of a new manager. The factors driving turnover intention stem from a combination of individual factors, excessive workload and dissatisfaction with compensation, and organizational factors, leadership perceived as lacking objectivity and poorly managed work transitions. The efforts required to reduce turnover intention focus on three main areas: improving leadership and establishing an accountable managerial evaluation system as the top priority, redistributing workload alongside accelerated recruitment, and setting clear and consistent work expectations. These findings confirm that turnover intention is the cumulative result of unresolved leadership and workload issues, while also showing that employees still retain a degree of attachment to their work, meaning there remains an opportunity for retention if improvements are implemented genuinely and consistently. This study contributes to the development of turnover intention research through a qualitative approach, particularly within the context of HR management departments in the maritime sector, an area that remains underexplored, although its findings remain limited by the single organization scope and small number of participants, restricting broader generalization.

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