

Analysis of Factors Causing Staff Turnover Levels Against Retention Strategies at PT Bumitama Gunajaya Agro

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ABSTRACT

This study aims to analyze the factors causing staff turnover at PT Bumitama Gunajaya Agro and to implement and evaluate retention strategies that have been implemented by the company to reduce the turnover rate. The methodology used in this study is a qualitative approach with narrative analysis based on in-depth interview data with staff in the same division with different job levels to dig deeper into these factors. The results of the study indicate that although the company has implemented several retention strategies, such as increasing career development opportunities and adjusting incentives and salaries, improvements are still needed in aspects of leadership and interpersonal relationship management in the work environment. This study concludes that to improve employee retention, companies need to strengthen retention strategies based on a work environment that is more supportive of employee welfare, in order to reduce turnover and improve the company's long-term performance.

INTRODUCTION

The palm oil industry is one of the main sectors in the Indonesian economy, given its contribution to exports and job creation. PT Bumitama Gunajaya Agro (BGA) as part of this industry is required to be able to maintain a productive and qualified workforce to ensure the sustainability of its business. In addition, this industry also faces various external challenges, such as fluctuations in palm oil prices in the global market, regulatory pressures related to environmental sustainability, and tight competition in recruiting workers from other sectors.

Employee turnover is one of the main challenges in human resource management that can have a significant impact on the performance and stability of the company. PT Bumitama Gunajaya Agro (BGA), as one of the companies engaged in the oil palm plantation sector, also faces the problem of staff turnover, especially in harvesters and staff in the company's operational division. High turnover can lead to increased operational costs, both in terms of recruitment, training, and adjustment of new workers. In addition, high turnover rates can also reduce productivity due to vacancies that take time to be filled.

In the context of oil palm plantation companies, turnover has an impact on the company, including, first, an increase in the workload for employees in the same division due to the vacancy of the staff position, second, a decrease in harvest productivity per hectare in regions with high turnover rates, third, it takes time to find new staff to fill the previous vacancy, fourth, it requires adaptation for newly joined staff or staff transferred from other divisions to fill the existing vacancy, fifth, an increase in the cost of recruiting new staff or the cost of the Management Trainee (MT) program to be able to immediately fill the existing vacancy.

Some theories in human resource management such as Maslow's theory of needs explain that individuals have five levels of needs, ranging from physiological needs to self-actualization, which must be met so that employees feel satisfied and motivated to stay in the company (Maslow, 1943). If basic needs such as decent wages and a safe working environment are not met, then employees tend to look for other better opportunities.

Staff turnover can also be influenced by various factors related to the internal and external conditions of the organization. According to (Rusi & Viollet, 2024) factors that cause turnover include low job satisfaction, weak organizational commitment, and low organizational justice. Employees who are dissatisfied with their jobs, feel unattached to the organization, or feel treated unfairly tend to have the intention to leave the company. In addition, an unsupportive work environment, both physically and socially, can also increase work stress levels and worsen job satisfaction, which ultimately encourages employees to seek opportunities outside the organization.

To overcome the turnover phenomenon that occurs, companies are required to adopt the right retention strategy to reduce the turnover rate that occurs. One theory that explains retention is the job embeddedness theory, (Mitchell et al., 2001) explains that employees who have a strong attachment to their work and organization tend to have the intention to stay. This attachment

includes three main dimensions: links (relationships with other people or activities inside and outside of work), fit (the fit between the employee's personal values and the values of the organization), and sacrifice (the perceived cost of leaving the organization). Research by (Zhang et al., 2024) says that policies and programs that promote workplace support from organizational leaders and supervisors and increase autonomy and job satisfaction are important to address high turnover rates among workers.

The turnover phenomenon that occurs at PT BGA is interesting to study because this company is one of the main players in the Indonesian agribusiness industry that has a major influence on the local and national economy. By understanding the factors that contribute to turnover, companies can design policies that are more in line with employee needs, such as improving welfare, providing more competitive incentives, developing training and career programs, and creating a more conducive work environment. This study is also expected to contribute to the palm oil plantation industry in managing human resources better, considering the importance of a stable and productive workforce in this industry.

THEORETICAL REVIEW

Role of Management Human Resources in Organization

Management source Power human resources (HR) have role strategic in modern organizations , especially in face market dynamics and challenges globalization . HR does not only focus on administration personnel , but also as partner strategic that drives achievement objective organization through management power Work in a way effective and efficient .

Staff Turnover

Employee turnover or turnaround employee is phenomenon where employees leave company in term time certain . Phenomenon This become issue important that influences stability organization and management source Power human . Employee turnover No only bring impact big financial , but also affects performance organization , the morale of the remaining employees , as well as productivity Overall . Research regarding turnover has identify various factor affecting employee turnover rate , starting from internal organizational factors until factor external related with condition personal and social employee

Staff Retention Strategy

Retention employee is aspect crucial in management source Power human beings decide sustainability and effectiveness operational a company . Staff retention is a significant challenge for organizations in retaining competent and experienced employees. High turnover rates lead to high recruitment costs, loss of knowledge and skills, and decreased productivity.

Framework

The conceptual framework in this study aims to describe the relationship between the role of human resources in the organization, employee turnover rates, and employee retention strategies.



Figure. 1 Framework

This framework illustrates the relationship between Factors Causing Staff Turnover, Staff Turnover, and Retention Strategy at PT Bumitama Gunajaya Agro. This framework serves to map the process that will be analyzed in the study, as well as to explain how factors that influence turnover can be linked to the company's efforts in designing strategies to retain employees.

This study is based on the problems experienced by companies in retaining workers and reducing turnover rates. By understanding the factors that cause staff turnover and the strategies that can be implemented by companies, this study provides insight into increasing employee job satisfaction and reducing excessive turnover rates.

This framework is based on various human resource management (HRM) theories that have been developed in previous studies. One of the theories applied is the theory of work motivation, job satisfaction theory, and employee retention theory. By using this approach, this study attempts to explain how organizational, individual, and work environment factors contribute to employees' decisions to stay or leave the company.

METHODOLOGY

Types of Approaches

This research method uses a qualitative approach with a narrative analysis type to analyze the phenomena that occur based on the perspective of the participants. In a qualitative approach, the data collected will be studied to find patterns that are relevant to the research problem. The analysis process is carried out by identifying the main factors that contribute to staff turnover and assessing the effectiveness of the retention strategy that has been implemented by the company.

Unit of Analysis

The unit of analysis in this study is the staff of the People Organization Development (POD) division at PT Bumitama Gunajaya Agro, totaling 3 people. These employees were chosen because the POD division itself handles problems related to staff turnover that occurs in the company, then the job levels within the division have different perspectives in dealing with staff turnover and how

effective retention strategies are to reduce the turnover rate that occurs. The number of 3 informants is considered sufficient and in the interview process, the researcher found that the third informant interviewed on several questions asked by the researcher did not have any new information or different findings that emerged, this indicates that data saturation has been achieved. Through this analysis, the study aims to obtain the factors that cause staff turnover and the right retention strategy based on the different perspectives of each position which then combines these perspectives to obtain an effective solution.

Types and Techniques of Data Collection

In this study, the types of data collected are primary and secondary data. Primary data were obtained through structured interviews with 3 staff members of the People Organization Development (POD) division, 1 officer (P3), 1 section head (P2), and 1 department head (P1), who manage phenomena related to staff turnover and also design effective retention strategies to overcome turnover problems that occur at PT Bumitama Gunajaya Agro. This data collection method is designed to gain in-depth qualitative insights into turnover trends that occur and how effective retention strategies can be implemented by the company.

Data Analysis Techniques

The analysis technique used in this study is narrative analysis which aims to process and explain data from different perspectives and positions and is obtained from in-depth interviews with 3 staff members of the People Organization Development division. This method helps researchers in narrating the perspectives and perceptions of the People Organization Development staff who will be interviewed regarding the turnover trends faced and how effective retention strategies can reduce the turnover rate that occurs in the company. In addition, historical company turnover data is also used as objective evidence to support the results of the analysis. This narrative analysis allows the association between interview findings and historical turnover data, thus providing a clear and comprehensive picture of the turnover trends that occur and the effectiveness of the implementation of the retention strategy applied.

RESULTS AND DISCUSSION

In the section This writer do discussion on formulation the problem that has been determined in research . Formulation problem the answered based on results from the interview that has been done .

Key Factors Causing Staff Turnover Rate at PT Bumitama Gunajaya Agro

Basically every company Certain experience good turnover phenomenon the numbers Enough tall and also low. Factor affecting this turnover rate naturally different in each company depending on the dynamics that occur in the company and also type company those that can influence matter That .

PT . Gunajaya Agro himself who is industry plantation coconut palm oil face challenge similar , basically the culture of industry plantation coconut palm oil different with industry others , as explained by the Department Head of the People Organization Development division, P1 explained " we see yes , every plantation coconut palm oil That different with culture or corporation others , such as retail example , or examples of sales marketing, or manufacturing area That One focus so it doesn't get scattered width , if in BGA it is from Central Kalimantan to West Kalimantan, even There are some in Riau. Well, the variations his comfort That different like that , if We talking in Central Kalimantan that , out of 10 the number is 7-8 , the durability is different with West Kalimantan which is 5-6 years old , that's it Can done survey ." Statement the show that , the dynamics that occur in the company coconut palm oil Enough complex that causes turnover rate that occurs Enough tall compared to type company other .

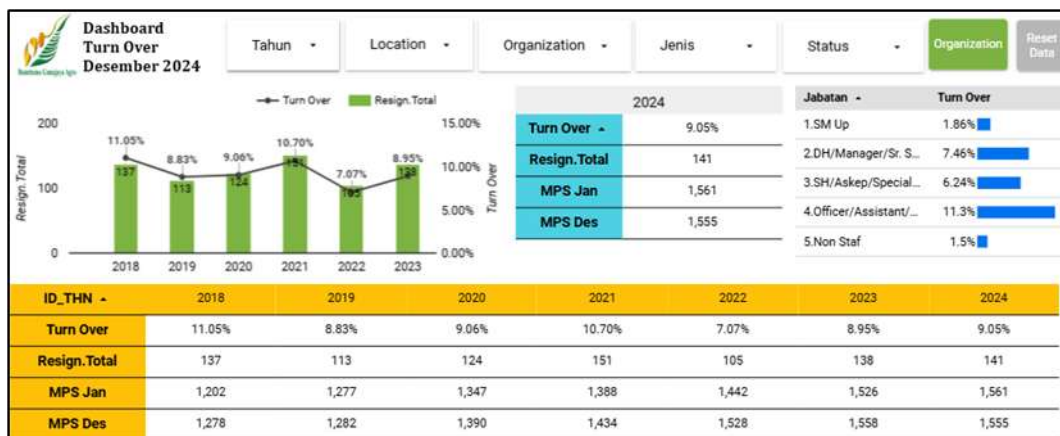


Figure. 2 Company Turnover Trend Graph

In general Overall , the trends that occur in the company move in a way stagnant . However If seen in general , the turnover that occurs That decreased from 11.5% in 2018 to 9.05 % in 2024. Statement this is also reinforced based on company turnover data as shown in figure 1, in the graph the show that movement turnover trend moving stagnant , to number highest was in 2021 with a total of 151 people resigning , then the lowest was in 2022 with a total of 105 people resigning.



Figure. 3 Reasons for Staff Turnover

As shown in Figure 3 , among fifth existing factors , career development and increasing salary matter This become factor reason the highest turnover is amounting to 52% of the total existing turnover factors . Then For the second highest turnover factor there is a reason for family responsibility (responsibility) answer to family) with the number 25%. Then the third highest turnover factor namely running away (running away) with the number 12%. Then the fourth highest turnover factor namely the working environment (environment) work) with the last 7% figure is the fourth highest turnover factor namely continuing study (continuing) education) with the number 3%.



Figure. 4 Turnover Based on Position and Years of Work

As shown in Figure 4, in terms of level, the highest turnover is at the officer, assistant or staff level and at a work period of 2-5 years. The lowest level in this company is the officer or staff level, if in plantations or operations it is called an assistant. At the level this , assistant more often experiencing turnover and close the relation with career development or high salary. Competitor companies often offer to people who are at the assistant level for get more position high and offer higher salary high too, so make staff feel interested and decided for turnover. This is explained by P1, who said " The resistance it's in the assistant. in the assistant why ? Because of the opportunity his career There is levels leveling it up become nursing care Can so manager. Well, the opportunity careers out there that can make he developing , it become potential he For move . Because of career management or career development in other companies is

possible he fill up his needs . This is in harmony with what was also conveyed by P2, who said , "If for example the level is higher tall that's on average at the agronomy assistant level , because right in the agronomy assistant right there are those who follow the BDP trainee program. At the time concerned That Already more from 2 years Already end of bond period their service , that's their average Already start look for company new Because the reason That he earlier right , improvement career The same higher salary high . So that on average after they finished bond service , that they start gradual resignation on average like that . P3 added , " The biggest turnover That are in the grade of officer or assistant or staff . Where indeed is the position ? moment This That of course when unstable his That more high , because they right connect with reason for resignation Where they looking for more career development good outside or high salary outside " . At the assistant level or staff , opportunities For occupy more positions tall Enough wide so that turnover factor because career development takes place highest position.

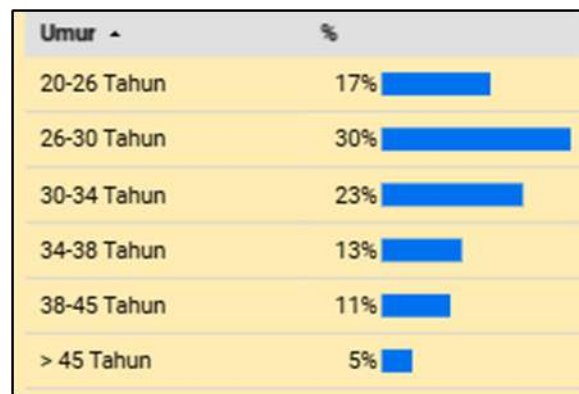


Figure. 5 Turnover Based on Levels Age

As shown in Figure 5, from aspect age , the most experiencing turnover , namely range age 26-30 years . In general generation Can it is said that Generation Z is the most experiencing turnover, things This conveyed by P1 who said , " Likewise , the Gen Z generation is also the one who often happened , some another company said that they also have targets for the company That only 2 years move , no like millennials , or even Gen X to his loyalty Still Can We commit " . More carry on Again P1 added , " Mostly yes example We recruiting MT (Management Trainee), that right generation latest yes the language that's gen Z. Well, that's it reasonable Still many are 2 years old already resigned. That's still Lots its resistance " . In the next generation Lots experiencing turnover , namely Generation Z compared with the generation above , to That company need a different approach For Generation Z so that the turnover rate that occurs in the range age the Can decrease .

If reviewed more deeply from the demographic side, namely age and length of service, certain patterns were found that were closely related to the factors causing staff turnover at PT Bumitama Gunajaya Agro. The data shows that the highest turnover occurs in the 26-30 age group and in the 2-5 years of service. Based on the interviews and graphs presented, the following is the relationship between the factors causing turnover and employee demographic data:

1. Career Development and Salary (52%)

This factor is the biggest cause of turnover, and is most often found in employees with a service period of 2-5 years and ages 26-30 years. This is closely related to the characteristics of Generation Z, who are generally progressive and have high expectations for career growth in a short time. They tend to evaluate the workplace based on how quickly they can get promoted or get an increase in income. In the interview, this was confirmed by statements from the three sources who stated that in the 2-5 years of service, employees are in the exploration phase and comparing external opportunities, especially if they feel that career development internally is slow and there are offers from competing companies.

2. Family Responsibility (25%)

Turnover due to family responsibilities tends to occur in employees with more mature ages and work experience of more than 5 years, especially at the manager level and above. They generally already have family responsibilities and consider the work location far from family as the main reason for resigning. As conveyed by the source, managerial positions assigned to remote locations without relocation options often trigger resignations because employees want to be closer to their families. In this case, loyalty is not only about career or salary, but also about the comfort of life and the balance between work and family.

3. Running Away (Running Away) (12%)

This factor often occurs in younger employees (21-25 years) and work experience of less than 2 years. Based on the patterns found in the interviews, this category is not only about "running away" physically, but also a form of mental unpreparedness to face the world of field work, especially in the plantation sector with high pressure and remote locations. Many of them are fresh graduates or alumni of the trainee program (BDP) who experience culture shock. Because they have not fully adapted to the work system and life in the field, they choose to leave their jobs suddenly.

4. Working Environment (7%)

This factor is widely felt by employees of various ages, but most often affects those who have worked for less than 3 years. A rigid work environment, seniority culture, and less supportive leadership style are the dominant causes. As expressed by Mrs. Yuyun, many staff resign because they are disappointed with the attitude or leadership style of their superiors. This means that incompatibility with organizational values or culture is detected more quickly by new employees, who then choose to look for a workplace with a more supportive climate.

5. Continue Study (3%)

Turnover due to educational reasons is generally carried out by young employees (21-26 years old) and with a short work period of 1- < 2 years. They feel the need to increase their level of education to support their long-term career. Although the number is small, this trend reflects an awareness of the importance of self-development, which can be used as evaluation material for companies to

provide scholarship programs or study leave so that employees can continue to develop without having to resign.

Challenge in face this turnover trend Enough complex , there is a number of other factors that cause turnover rate at PT Bumitama Gunajaya Agro (BGA), thing matter the participate contribute to the level of turnover that occurs . This is conveyed by P2 who said , "Apart from that No close possibility that the cause of the turnover Because Possible leadership from his boss . That's mostly they That disappointed with his leadership so that they more decide to resign compared to still stay in BGA like that ". More P2 continued by explaining , " The problem is That Because his leader That Still Not yet mature For develop the assistant . So they That sometimes not enough guidance , so that cause they resigned. So that That the impact to us too. So we must fulfill , while from operational that is not guard that ". Culture company , environment work and leadership are two things that are interrelated related regarding turnover, P2 explained , "So if between culture organization , environment cooperation leadership That usually relatedness . BGA culture is maybe that's still seniority , which causes the environment formed like that , and its leaders are also formed must like that ". Related matter leadership , P1 explained things that are in harmony from What was conveyed by P2, P1 said , " Leadership style That of course real yes the impact some cause turnover , some do n't . For example , when We move Because leaders who have Good in develop the team under him Keep going moved , he will resign and that real . But when leader That No care with the team below That turnover could also occur " .

Retention Strategies That Can Be Applied In general Effective by PT Bumitama Gunajaya Agro For Reducing Turnover Figures

An effective retention strategy is essential For lower turnover rate at PT Bumitama Gunajaya Agro . In practice , the company has apply a number of retention strategies For lower turnover figures that occur . Some among them a number of retention strategies implemented explained by P2 as section head of the people organization development division , "So the actual strategy is ... of course Already lots to do from BGA. Not only from HC (Human Capital) alone , but from the Supporting Department, or from Operational myself also already do retention . Just in general , what we coordination with Operational that , first That We more to comfort employees . With method increase or complete facility work and also housing . Well that's it We try try the same too with Operational , for mapping such as tool What kind of work just for example Still there are some who haven't complete , continue related with housing area employee , what only those who still There is constraint Later we support. Later we cooperate with Department related . For example , oh it turns out There is House less , we cooperate with CE team , Engineering team , for do addition home , or Possible with repair home , such as that ". Based on statement the regarding the retention strategy carried out by the company , this is something that has been done company For lower turnover figures are from aspect side welfare staff . The company has do effort For guard comfort employee with method repair or complete tools and facilities his work , then addition House For staff Operations are also taken into account and work together with related divisions , more P2

also continued by explaining the retention strategy second thing to do Next , P2 said , " Then we also work together with the Performance Team, that related with giving incentive production , which may more in accordance with condition actual in the field , maybe for formula or calculation incentive moment this , maybe in numbers Still Not yet represent with actual in the field That We do formulation back , related with the formula used . We coordinate with the leadership and management, so that the incentives given are expected to be in accordance with the actual". Then, for the third retention strategy, P2 explained, "Then, earlier in collaboration with the Talent Team, we carried out a development program with the BCU team, and also the Talent Team to improve staff competency, so that the person concerned is ready to be placed in a higher position, or also as a form of cadreship, that's the third". And for the fourth retention strategy, P2 explained, "The fourth is, we are more focused on monitoring performance. We look at performance reviews to see if there are obstacles or how the current achievements are, so that we know in semester 1, for example, if there are obstacles, for semester 2 what efforts we must make to achieve the end-of-year target". Based on what was explained by P2 as the section head of the people organization development division, these four things are some of the strategies that have been implemented by the company to reduce the turnover rate that occurs.

Based on the results of the analysis of interviews with staff in the people organization development division from the officer, section head, and department head levels, these strategies are considered quite effective in reducing the turnover rate that occurs, this is evidenced by the decrease in turnover rates from 2018 amounting to 11.05% and in 2024 to 9.05%. Some of the strategies that have been carried out include:

1. Improvement of Work and Living Facilities
The company maps the needs of work equipment and employee housing, especially in plantation locations. If deficiencies are found, additional facilities or housing improvements will be made for operational or plantation employees. This strategy aims to create work comfort and improve employee comfort, especially in areas far from the city.
2. Adjustments and Additions Incentive as well as Allowance
PT BGA provides production incentives that are adjusted to actual conditions in the field. In addition, employees also receive additional benefits such as unit value allowances, remote location allowances, and project allowances. This is a form of appreciation for high workloads or geographical conditions according to employee placement.
3. Employee Career and Competency Development
The company provides a clear career path depending on the career path of the staff. To support this level, a training program is provided to develop the competency of the employee so that they are appropriate and ready if they receive a higher position. This training is in collaboration with Bumitama Corporate University (BCU) and the talent management team and is tailored to the competency needs of each individual.

4. Performance Monitoring and Periodic Evaluation

Employee performance evaluated every semester through KPI (Key Performance Indicator) for see the performance review of each staff . Evaluation This help company know achievements , obstacles , and potential development from each staff . Evaluation results will followed up with coaching , training , or promotion as well as incentive bonus award performance staff the .

5. Increased staff engagement through Activity Togetherness

PT BGA organizes various activity like seminar , sports together , activities religion , and so on . Apart from for create atmosphere positive work , activities this also builds proximity emotional between employees and improve attachment to company .

6. Leadership Style Situational and Coaching

The company encourages leaders For adapt style leadership with character his team . For example , the style leadership seniority No Again applied to staff young generation Z or adjustment style leadership depends situation from team under it . In addition , the company start apply coaching approach for superiors capable guide staff in a way more open and empathetic .

7. Strengthening Employer Branding and Benchmarking

Companies are advised For strengthen branding as place excellent work for employees feel proud become part from BGA. In addition , benchmarking against salary , incentives and levels career with competitor important done so that the company still competitive in maintain competence staff .

8. Implementation of Roster Work System

The implementation of a work system like this can be a consideration for companies to implement. The roster work system itself will later, employees will work in an 8:2 period. Where 8 consecutive weeks are used for work and 2 consecutive weeks after that are rested. Several companies engaged in the palm oil industry have implemented a work system like this. In addition, this work system is a solution to attract Generation Z to want to work in the palm oil plantation industry, especially in the operational section.

The strategies that have been implemented show that PT Bumitama Gunajaya Agro has developed a comprehensive and effective retention approach. Although Thus , the challenge main such as career development and compensation become factor dominant cause of turnover. Therefore that, retention strategy need keep going evaluated and adjusted in a way adaptive to change dynamics that occur in the field , and condition staff.

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study explains that the analysis of factors causing staff turnover rates towards retention strategies at PT Bumitama Gunajaya Agro (BGA) is influenced by various complex and interrelated internal and external factors. The factors causing turnover are divided into five factors, the main factors include career development and compensation, then the second factor is family responsibility, then the third is running away, then the fourth is working environment, and the fifth is continuing education. Then there are several other

factors that also affect the turnover rate that occurs even though the influence is small, such as an organizational culture that still prioritizes seniority and a less supportive work environment, especially in the operational or plantation sector, in addition to an immature and inconsistent leadership style, and an imbalance of work-life balance, especially for generation Z, also worsen the turnover situation. External factors such as offers from competitors and challenging geographical conditions also encourage employees to leave the company.

To address these issues, PT Bumitama Gunajaya Agro has implemented a variety of comprehensive retention strategies. These strategies include improving work facilities and staff housing in the operational section, adjusting incentives and allowances according to field conditions, and developing staff competencies and cadres through training and career development programs. In addition, the company conducts regular performance monitoring, improves communication and engagement through joint activities, and improves leadership style with situational and coaching approaches. Several strategies implemented are considered quite effective and have succeeded in reducing the turnover rate from 11.05% in 2018 to 9.05% in 2024, demonstrating the effectiveness of the strategies implemented.

Suggestion

Practical Recommendations

As a strategic and innovative step, the author provides suggestions for companies to adopt a more personal approach in managing human resources. First, PT Bumitama Gunajaya Agro needs to strengthen career development programs that are not only formal, but also based on individual aspirations and potential, through more intensive mentoring and coaching. This approach will help increase employee loyalty and sense of belonging to the company. Second, companies can expand innovation in benefit policies by introducing flexible and adaptive welfare programs, such as benefits based on personal needs and mental health programs for those in need. Third, strengthening company branding. Strengthening company branding needs to be done, if the branding of the company is strong, staff will feel proud to work in the company and at the same time reduce the turnover rate. Finally, to support the sustainability of the retention strategy, companies are advised to conduct routine benchmarking against best practices from other industries or similar, as well as conducting periodic evaluations and policy innovations.

Managerial Implications

The benefits of this study are illustrated through the findings obtained providing insight for management in designing more effective staff retention strategies. This study shows that the main factors causing staff turnover are due to career development and salary increases in this case being the highest factor causing turnover, which is 52% of the total turnover factors. Then for the second highest turnover factor is the reason for family responsibility (responsibility to family) with a figure of 25%. Then the third highest turnover factor is running

away (running away) with a figure of 12%. Then the fourth highest turnover factor is working environment (work environment) with a figure of 7%. The last is the fourth highest turnover factor, namely continue study (continuing education) with a figure of 3%. This is a concern for management to optimize effective retention strategies in the future. Through the results obtained from the study, management can design retention strategies with a complex development focus or continue retention strategies that have been implemented to reduce turnover rates, such as career advancement for staff who have worked for more than three years and increasing salaries and benefits according to what has been done by the staff, then competency development for all staff in terms of hard skills and soft skills in order to prepare themselves to hold higher positions. In addition, the findings regarding the highest turnover factor in terms of age are at the age of 26-30 years and at the work period of 2-5 years, this provides an overview for management to focus more on a more structural and in-depth approach in interacting with staff, especially Generation Z with the highest turnover rate.

FURTHER STUDY

Further research is suggested to expand the scope of the study by analyzing the effectiveness and retention strategies to be more diverse in other divisions that can be applied, such as Human Resource Business Partner and Talent Management to obtain retention strategies from the perspective of various divisions. In addition, research can explore the impact on the company's stability in the short and long term regarding the actual amount of turnover that occurs. Future research can also add a more in-depth quantitative analysis using statistical methods to measure the ideal amount of turnover in the palm oil plantation industry and also measure the effectiveness of retention strategies that have been implemented. In addition, it is important to dig deeper into the broader external factors that can affect turnover rates and external factors that can be applied as effective retention strategies. Thus, further research is expected to provide more comprehensive insights into the long and short-term impacts on companies with the level of turnover that occurs and how to implement retention strategies to overcome turnover trends, as well as broaden understanding of the factors that affect turnover rates more broadly.

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