

## MANAGER STRATEGY IN MINIMIZING EMPLOYEE TURNOVER IN TOKOSA BUSINESS IN WEST NIAS DISTRICT

by

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### ABSTRACT

The high level of employee turnover is a challenge for Tokosa Business in West Nias Regency, which is thought to be caused by low communication between managers and employees, lack of reward systems, and workloads that are not commensurate with the compensation received. This study aims to analyze the strategies implemented by managers in minimizing employee turnover. The method used is qualitative research with a descriptive approach. Data collection techniques include interviews, observations, and documentation, while data analysis uses the Miles, Huberman, and Saldana models. The results of the study indicate that the main factors causing employee turnover at Tokosa Business are the provision of less competitive salaries, uneven incentives, and quite high workloads. To overcome this, managers implement several strategies, namely employee training and development to improve work skills, creating a more comfortable work environment through better facilities and communication, and adjusting the work system to be more flexible and fair. The implementation of this strategy contributes to increasing employee satisfaction and loyalty, so it is expected to be able to reduce turnover rates in the company. This study provides insight for managers of similar businesses in designing more effective human resource management policies.

**Keywords:** Employee Turnover, Manager Strategy, Work Environment, Compensation, Human Resource Management

## MANAJER STRATEGI DALAM MEMINIMALKAN PERPUTARAN KARYAWAN DI BISNIS TOKOSA DI KABUPATEN NIAS BARAT

### ABSTRAK

Tingginya tingkat turnover karyawan menjadi tantangan bagi Tokosa Business di Kabupaten Nias Barat, yang diduga disebabkan oleh rendahnya komunikasi antara manajer dan karyawan, kurangnya sistem penghargaan, dan beban kerja yang tidak sepadan dengan kompensasi yang diterima. Penelitian ini bertujuan untuk menganalisis strategi yang diterapkan manajer dalam meminimalkan turnover karyawan. Metode yang digunakan adalah penelitian kualitatif dengan pendekatan deskriptif. Teknik pengumpulan data meliputi wawancara, observasi, dan dokumentasi, sedangkan analisis data menggunakan model Miles, Huberman, dan Saldana. Hasil penelitian menunjukkan bahwa faktor utama penyebab turnover karyawan di Tokosa Business adalah pemberian gaji yang kurang kompetitif, insentif yang tidak merata, dan beban kerja yang cukup tinggi. Untuk mengatasi hal tersebut, manajer menerapkan beberapa strategi, yaitu

pelatihan dan pengembangan karyawan untuk meningkatkan keterampilan kerja, menciptakan lingkungan kerja yang lebih nyaman melalui fasilitas dan komunikasi yang lebih baik, serta menyesuaikan sistem kerja agar lebih fleksibel dan adil. Penerapan strategi ini berkontribusi pada peningkatan kepuasan dan loyalitas karyawan, sehingga diharapkan mampu menekan tingkat turnover di perusahaan. Penelitian ini memberikan wawasan bagi manajer bisnis sejenis dalam merancang kebijakan manajemen sumber daya manusia yang lebih efektif.

**Kata Kunci:** Pergantian Karyawan, Strategi Manajer, Lingkungan Kerja, Kompensasi, Manajemen Sumber Daya Manusia

## INTRODUCTION

Industrial relations are an important aspect of human resource management that focuses on regulating working relationships between management and employees. Harmonious relationships can encourage effective communication, cooperation, and mutual trust in the work environment. In the world of work, industrial relations are an important element that ensures the continuity of business activities and employee welfare. Industrial relations refer to a system that regulates interactions between workers, employers, and the government, with the aim of creating a harmonious and productive work environment. According to the International Labour Organization (ILO), healthy industrial relations are key to maintaining work stability, increasing productivity, and minimizing conflicts between stakeholders. According to Nujum et al. (2022), the significance of industrial relations is not only recognized at the macro business level, but is also very relevant at the micro level, such as in the operations of micro, small and medium enterprises (MSMEs).

However, in many developing countries, suboptimal industrial relations often trigger labor problems such as high turnover rates. According to data from the Central Statistics Agency (BPS) in 2023, the average employee turnover in Indonesia in the micro, small and medium enterprises (MSMEs) sector reached 18.5%, a figure much higher than the global average of 10-12%. This is a major challenge for employers to maintain operational stability, especially because the impact of turnover not only affects productivity but also increases the company's operational costs due to spending on recruiting and training new workers.

On a more specific scale, the phenomenon of employee turnover was also found in businesses in the West Nias Regency area. Usaha Tokosa is a business located on Jl. Onolimbu, Lahomi District, West Nias Regency, North Sumatra. This business was established in 2010

and has developed into a business providing household equipment, restaurants, and hotels. At Usaha Tokosa in West Nias Regency, the phenomenon of employee turnover is a serious concern. Based on the results of initial observations, it was found that several employees resigned within a short period of time after joining. This is thought to be related to the lack of effective communication between managers and employees, the lack of an adequate reward system, and the suboptimal management of conflict in the work environment. This condition indicates that industrial relations at Usaha Tokosa need to be improved through the right strategic approach.

In such situations, factors such as high employee turnover can be a serious threat to operational stability. Research by Dewi et al. (2024) suggests that high employee turnover rates are often closely related to the lack of proactive management strategies in managing work relationships and building a comfortable and productive environment. Meanwhile, according to employee relationship management theory, one of the important functions of management is to build effective and harmonious communication between leaders and teams. In this context, Harmen et al. (2024) stated that managers act as facilitators to overcome communication barriers and reduce potential conflicts that can damage the work atmosphere.

The purpose of this study is to determine the factors that cause high employee turnover and to determine the appropriate managerial efforts to minimize employee turnover at Tokosa Business, West Nias Regency.

## **LITERATURE REVIEW**

### **Turnover Employee**

Turnover Employee turnover is the process of employees leaving the company, either due to company decisions or the employee's own wishes. According to Mathis in Harvida & Wijaya (2020) "employee turnover is defined as "resignation or dismissal that causes employees to leave the company and results in the company having to find, train, and develop replacements for those positions." In other words, employee turnover occurs when a company loses its workforce and has to replace them with new employees, which can lead to additional costs and operational disruptions.

Arumingtyas et al (2022:94-105) also explain that "turnover is the rate at which employees leave the organization within a certain period of time." This means that the higher the turnover in a company, the more likely the company is to face difficulties in maintaining operational stability and effectiveness. Employee turnover affects various aspects of an organization. Ramdhan & Pasaribu (2022) in their book entitled: "Human Resource Management," emphasizes that "turnover can disrupt the efficiency and productivity of the company, especially if it occurs continuously." When experienced employees leave the company, the knowledge and skills they have are lost, so it takes time and resources to train their replacements. This process can reduce work efficiency, increase the workload of existing employees, and cause greater dissatisfaction, which can ultimately exacerbate turnover.

To overcome turnover, various managerial strategies can be implemented, such as providing competitive compensation, quality training, and clear career development. Meanwhile, according to Salsabila et al. (2024: 122-132), "employees tend to have higher commitment and stronger loyalty to the company if they feel they are treated fairly and have the opportunity to develop." This strategy aims to build employee emotional attachment to the company, known as job embeddedness, so that they tend to stay even though there are job offers elsewhere. Employee turnover is generally divided into two types, namely voluntary turnover and involuntary turnover.

In determining the employee's decision to stay or leave the company. According to Dessler, there are four main indicators quoted from research by Supriadi et al. (2021) that influence it, including: (1) Level of Job Satisfaction, (2) Organizational Commitment, (3) Career Development Opportunities, (4) Compensation and Rewards.

### **The Impact of Employee Turnover on Companies**

Turnoverhigh employee turnover can have a negative impact on the company's performance and operations, especially if it occurs repeatedly. One of the most obvious impacts is decreased productivity. According to research by Bogar et al. (2021), turnover causes "the loss of accumulated knowledge and skills acquired by old employees," which cannot be immediately replaced. When employees leave the company, new employees often need time to adapt and master their jobs, so that the company's overall productivity decreases.

In addition, employee turnover increases recruitment and retraining costs. According to Arifin et al. in a book entitled "Human Resource Management: Basics of HRD," turnover costs include direct and indirect costs that include "costs for the recruitment process, interviews, training, and managerial time used to support new employees. In some cases, these costs can reach up to 150% of an employee's annual salary, especially for higher positions. These costs can have an impact on the allocation of company resources, which should be used for development or other investments."

Another impact of high turnover is the disruption to team morale. Octaviani & Mulyanto (2021) noted that when employees continually see their colleagues leaving the company, they can experience a decrease in motivation and work spirit, known as "turnover contagion." This condition affects the work atmosphere and can cause stress for remaining employees, as they often have to bear additional workloads during the transition process for new employees. As a result, the risk of subsequent turnover can increase, creating a cycle that is difficult to break.

Although turnover is generally seen as a negative thing, there are several positive impacts that can arise from employee turnover, especially if the turnover occurs in a controlled manner. One of them is the opportunity to renew the workforce in the company. According to Ardan & Jaelani (2021) in their book entitled "Human Resource Management", they say that "turnover can provide an opportunity for companies to recruit employees with skills that are more in line with the current needs of the organization." Turnover can help refresh the workforce and ensure that the company has human resources that are in line with market developments and changes. In addition, turnover also gives companies the opportunity to improve the quality of human resources (HR). New employees often bring new ideas, additional skills, and different perspectives that can benefit the company. Controlled turnover allows companies to get rid of low-performing employees and replace them with more competent ones. Thus, turnover can be part of a talent management strategy to improve the quality of HR and encourage innovation in the work environment (Adiputra, 2024).

### **The Role of Managers in Managing Turnover**

Manager plays a very important role in managing employee turnover, especially in employee supervision, motivation, and development. The main task of the manager is to ensure

that employees have a clear understanding of their roles and the goals of the organization. According to Pranata & Widodo (2024), "managers must provide adequate supervision to ensure that work is carried out effectively and efficiently." This includes providing constructive feedback and providing clear direction regarding the company's long-term goals.

In addition, employee motivation is also the manager's job. There are two main factors that influence job satisfaction, namely motivator factors (such as recognition and achievement) and hygiene factors (such as working conditions and salary). Managers who are able to provide both of these factors well will increase employee job satisfaction and reduce turnover (Darius, 2021).

Employee development through training and providing opportunities to develop skills is also an important responsibility of managers. According to Renhoran et al. (2024), "managers must identify and provide opportunities for career development for employees, which can increase their loyalty and reduce turnover rates."

## RESEARCH METHODS

In this study, the approach used is descriptive qualitative, based on the research objectives that want to explore in depth the complex social phenomenon, namely how changes in employment regulations affect the dynamics of industrial relations at the local level. This approach allows researchers to understand the perceptions, experiences, and interpretations of research subjects related to regulatory changes, as well as analyze the factors that influence the relationship between workers and employers. In addition, qualitative methods allow flexibility in data collection through in-depth interviews and observations, so that the research results are richer and contextual, according to the specific conditions in West Nias Regency. In qualitative research, data collection techniques include semi-structured or open interviews, observations, and document analysis, while in quantitative research, these techniques include surveys and experiments.

In this study, the qualitative data analysis process was carried out in three stages, namely: Data Reduction, Data Presentation, Drawing Conclusions/Verification,

## Research Results and Discussion



Based on the results of interviews, field observations, and documentation studies, the current workforce conditions at Usaha Tokosa are considered quite stable and have an organized work structure. However, the main challenge faced is the high level of employee turnover. Factors that cause this include ineffective internal communication, an uneven reward system, inconsistency in the application of regulations, and high work pressure, especially in the restaurant division.

Employee turnover tends to increase at the beginning of the year and after holidays such as Christmas, and is more common among new employees. The restaurant division is the area with the highest turnover rate due to the greater workload and work pressure. This pattern suggests that improving working conditions and retention strategies need to be focused on divisions with high workloads.

Leadership roles in Usaha Tokosa is considered quite good, but still needs to be improved, especially in terms of communication, openness, and giving appreciation to employees. Although leadership training has been carried out, its development is still in its early stages and requires further evaluation.

Employee recruitment and selection system has been done systematically, but not optimally. There are still many employees who do not match the demands of the job because the selection process has not considered the aspect of work resilience under pressure.

To increase employee loyalty, Tokosa Business has implemented several policies such as health benefits, annual bonuses, flexible working hours, and recreational activities. Although it has a positive impact, several obstacles such as delays in the disbursement of benefits and stagnant salary increases are still the main complaints.

Reward or incentive systems such as annual bonuses and awards have been implemented, but they are not evenly distributed and transparent. This gives rise to a sense of injustice and jealousy among employees.

Training and development programs for employees has also been implemented periodically to improve work skills, but employee participation has not been maximized due to the high daily workload.

Turnover reduction strategies such as increased communication and regular discussion forums have had a positive impact, although there are still challenges in implementation and employee courage in expressing their aspirations.

Employees choose to work at Usaha Tokosa mainly because of the limited job opportunities in the West Nias area, the strategic location, and the open recruitment system. In addition, work comfort and flexibility are factors that they consider to survive, although there are also those who survive because they are forced to due to the difficulty of finding other jobs.

Main constraintsThe problems faced by employees include an unclear management system, high workload without commensurate rewards, poor internal communication, and limitations in career development.

Employees expect improvements from management to include clarity of work rules, salary adjustments according to workload, a fairer reward system, open communication, and training for skill development. These improvements are believed to increase employee work comfort, loyalty, and productivity in the future.

## **DISCUSSION**

Based on the results of the research that has been conducted, it was found that the high level of employee turnover at Usaha Tokosa is influenced by several main factors, namely less competitive compensation, high workload, minimal career ladder, and less conducive work environment. These factors can be analyzed through the approach of human resource management theories such as Equity Theory, Motivation Theory (Herzberg & Maslow), and Job Embeddedness Theory.

Compensation that is considered not commensurate with the workload causes dissatisfaction, which encourages employees to look for jobs that offer better salaries and rewards. High workloads without adequate compensation and rest periods trigger burnout and reduce employee loyalty. In addition, minimal career development opportunities cause stagnation, so that employees are not motivated to stay. A less communicative work environment and minimal openness from management also strengthen the reasons for changing jobs.

To overcome this turnover problem, Usaha Tokosa management has made various efforts, including:

1. Employee Training and Development, as a form of investment in improving employee skills and confidence. Although it has been done periodically, employee participation still needs to be improved by adjusting training to their daily work needs and workload.
2. Creating a Comfortable Working Environment, by providing rest facilities and joint recreational activities. This effort has had a positive impact on team cohesion, although there are still obstacles such as delays in the disbursement of benefits that reduce work comfort.
3. Adjusting Workload and Providing Appropriate Incentives and Rewards, such as annual bonuses and loyalty awards. However, this incentive system is still considered not transparent and equitable by some employees. A fairer and more participatory reward system is needed so as not to cause jealousy or demotivation.
4. Overall, the strategies implemented by management show a positive direction in reducing turnover and increasing retention. However, its effectiveness still needs to be improved through improvements in implementation and policy aspects, such as increasing transparency of the incentive system, improving two-way communication between management and employees, and regular training evaluations.

By implementing a more comprehensive and adaptive management approach to employee needs, Usaha Tokosa has a great opportunity to create a more conducive work environment, increase employee satisfaction and loyalty, and significantly reduce turnover rates in the long term.

## CONCLUSION

Based on the results of the research and discussion that has been conducted, it can be concluded that the high level of employee turnover at Usaha Tokosa is caused by several main factors, namely the provision of less competitive salaries, incentives or benefits that are not evenly distributed and transparent, and high workloads without adequate compensation and work systems. These factors cause dissatisfaction, fatigue, and encourage employees to look

for alternative jobs elsewhere. To minimize the turnover rate, Usaha Tokosa management has made various strategic efforts, including through:

1. Employee training and development periodically to improve skills and open up career development opportunities.
2. Creating a comfortable working environment, through supporting facilities and community activities, as well as improving communication between management and employees.
3. Work system adjustments such as providing flexible working hours and regular policy evaluations to adjust the workload to employee needs.

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