

STRATEGIES TO REDUCE EMPLOYEE TURNOVER IN MSMES IN MUNA REGENCY

STRATEGI MENGURANGI TURNOVER KARYAWAN PADA UMKM DI KABUPATEN MUNA**La Ode Ramiu¹, Eliyanti Agus Mokodompit²**Universitas Karya Persada Muna¹, Universitas Halu Oleo²*ramiuode@gmail.com¹, eamokodompit66@gmail.com²

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ABSTRACT

Employee turnover in SMEs is a significant challenge faced by the small and medium-sized business sector, particularly in underdeveloped regions. In Muna Regency, employee turnover in SMEs has been increasing due to factors such as low wages and limited career development opportunities. While several studies have been conducted in large corporations, research related to turnover in SMEs, especially in this region, is still very limited. This study employs a descriptive qualitative approach with in-depth interviews with business owners, employees, and related parties to identify the factors influencing turnover and strategies that can be applied to reduce it. The findings suggest that performance-based incentives, skill development through training, and creating a positive work environment are effective strategies to reduce employee turnover in SMEs in Muna Regency. The implications of this study indicate that more structured and professional human resource management strategies are needed to reduce turnover and enhance the competitiveness and sustainability of SMEs in the region.

Keywords: employee turnover; HR management; SMEs; Muna Regency; turnover reduction strategies.**ABSTRAK**

Tingkat turnover karyawan di UMKM merupakan salah satu tantangan besar yang dihadapi oleh sektor usaha kecil dan menengah, terutama di daerah yang belum berkembang pesat. Di Kabupaten Muna, fenomena turnover karyawan pada UMKM semakin meningkat karena faktor-faktor seperti gaji yang rendah dan kurangnya peluang pengembangan karir. Meskipun sejumlah penelitian telah dilakukan pada perusahaan besar, penelitian terkait turnover di UMKM, khususnya di wilayah tersebut, masih sangat terbatas. Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan wawancara mendalam kepada pemilik usaha, karyawan, dan pihak terkait untuk mengidentifikasi faktor-faktor yang mempengaruhi turnover serta strategi yang dapat diterapkan untuk menguranginya. Temuan penelitian menunjukkan bahwa peningkatan insentif berbasis kinerja, pengembangan keterampilan melalui pelatihan, dan penciptaan lingkungan kerja yang positif adalah strategi yang efektif untuk menurunkan tingkat turnover karyawan di UMKM Kabupaten Muna. Implikasi dari penelitian ini menunjukkan bahwa strategi pengelolaan SDM yang lebih terstruktur dan profesional sangat diperlukan untuk mengurangi turnover serta meningkatkan daya saing dan keberlanjutan UMKM di daerah tersebut.

Kata kunci: turnover karyawan; pengelolaan SDM; UMKM; Kabupaten Muna; strategi pengurangan turnover**1. INTRODUCTION**

Employee turnover or employee turnover rate is a common phenomenon in almost all industrial sectors, both in large companies and micro, small, and medium enterprises (MSMEs). This phenomenon can have a significant impact on the performance and sustainability of an organization, including for MSMEs who often have limited resources in human resource management. Employee turnover can lead to financial losses, decreased work morale, and loss of valuable knowledge and skills from the organization (Fauzi et al., 2022; Ihwanti & Gunawan, 2023; Sandy, 2019). Therefore, the issue of employee turnover is an important concern in HR management, especially in the MSME sector which often has obstacles in maintaining competitiveness and operational stability.

In Indonesia, MSMEs contribute greatly to the economy, create jobs, and help improve people's welfare. However, despite their important role, MSMEs often face challenges in terms of human resource management, including in reducing employee turnover. Factors such as low salaries, lack of career development opportunities, and job uncertainty are often the main causes of turnover in the MSME sector (Bhrahmantio et al., 2022; Lalitadevi et al., 2020). This challenge is even more complex because MSMEs usually do not have adequate resources or policies to manage human resources optimally.

One of the strategies that is widely implemented by MSMEs to reduce employee turnover is through the provision of performance-based incentives and improving employee welfare. Previous research by (Astuti & Dewi, 2019, 2019; Harvida & Wijaya, 2020) revealed that MSMEs that implement the right reward and incentive system can increase employee motivation, thus having a positive effect on their retention. In addition, training and skill development programs are also considered important in improving employee competence, which in turn can increase loyalty and reduce the desire to find work elsewhere. However, not all MSMEs implement this strategy consistently, and many face difficulties in allocating resources to these programs.

Internal factors such as organizational culture, a supportive work atmosphere, and relationships between employees and management also have a major influence on employees' decisions to stay or leave their jobs. Study (Afridhamita & Efendi, 2020; Anuari et al., 2020) It shows that a conducive working atmosphere and open communication between management and employees can strengthen the emotional bond between employees and the company. Therefore, creating a more family and supportive work environment is an effective strategy to retain employees in the long term. However, not a few MSMEs ignore this aspect because they focus more on external factors such as salaries and benefits.

This research focuses on efforts to reduce employee turnover in MSMEs in Muna Regency, which are facing similar challenges to other MSMEs in Indonesia. Based on the initial findings from interviews with owners and employees in several MSMEs in the area, the turnover problem is the main concern that is often faced. Factors such as low salaries, lack of career development opportunities, and uncertainty related to social security are the main issues that affect the employee turnover rate in Muna Regency MSMEs (Adrian, 2020; Harvida & Wijaya, 2020). In this case, this study aims to dig deeper into the strategies implemented by MSMEs in Muna Regency in reducing turnover and the factors that affect employees' decisions to stay.

Thus, this research is expected to contribute to the understanding of human resource management in the MSME sector, as well as provide recommendations for MSME managers to increase their employee retention. This research will also highlight the importance of integrating effective HR management strategies, such as providing relevant incentives, skills training, and creating a supportive organizational culture, in order to reduce employee turnover and increase the productivity of MSMEs. In addition, this research is expected to be a reference for local government policies and related parties in developing programs that support MSMEs in overcoming the problem of employee turnover which is still a big challenge for this sector.

The problem of the research is that the employee turnover rate in MSMEs in general has not received adequate attention in previous research, especially in certain areas such as Muna Regency. Many studies focus on large and multinational companies, so research on MSMEs and factors that affect employee turnover is still limited. There are not many studies that explore specifically the challenges of human resource management in local MSMEs, especially in areas that have not developed rapidly such as Muna Regency. In fact, MSMEs in the area face different market conditions from large companies, with limited resources and infrastructure that hinder the implementation of optimal human resource management

strategies. Therefore, this gap needs to be overcome through more in-depth research on the factors that cause turnover and strategies that can be applied in Muna Regency MSMEs.

Furthermore, not many MSMEs integrate structured HR management strategies to reduce employee turnover. Many MSMEs do not have a clear system in terms of employee management, such as career development programs, skills training, or performance-based incentives. This causes employees to feel less appreciated, which in turn triggers high turnover rates. Previous research did not discuss in detail the relationship between unstructured HR management and employee decisions to leave the company, especially in the context of MSMEs in smaller areas such as Muna Regency. Therefore, there is still a gap in the literature explaining the role of unprofessional human resource management in increasing turnover in MSMEs in this area.

In addition, there have not been many studies that specifically examine how external factors, such as local government policies, can affect the turnover rate of employees in MSMEs. While there are several policies that support the development of MSMEs, such as skills training or technical assistance, there has been no research that directly identifies how these policies can reduce employee turnover rates in the local MSME sector. Existing research tends to ignore the interaction between government policies and internal corporate strategies in human resource management, which is an important gap in reducing turnover. Therefore, this study aims to fill this gap by examining how internal and external factors contribute to the management of employee turnover in Muna Regency MSMEs.

This research is important and urgent considering the high employee turnover rate that occurs in the MSME sector in Muna Regency, which is one of the main problems faced by small and medium business actors in the area. Although the MSME sector has a great contribution to the local economy, especially in creating jobs, the challenge of retaining employees remains a significant obstacle. The inability to retain qualified employees can affect the sustainability of the business, productivity, and competitiveness of the MSMEs themselves. Therefore, this study is considered important because it can provide a concrete solution to the problem of employee turnover by identifying the causative factors and strategies that can be applied by MSMEs in Muna Regency. This research aims to explore a deeper understanding of how MSMEs can overcome the turnover problem with the right approach, which can also be a reference for government policies in supporting human resource management in the MSME sector. Therefore, this study aims to explore the factors that affect employee turnover in Muna Regency MSMEs and analyze the strategies that have been implemented by MSME owners and managers to reduce turnover. This research also aims to understand the role of local government policies in supporting MSMEs in managing their human resources more effectively. By exploring the perspectives of various parties, including MSME owners, employees, former employees, and other related parties, it is hoped that this research can provide new insights into the efforts that can be taken by MSMEs in retaining employees and improving the sustainability of their businesses. The findings of this study are expected to provide applicable recommendations, both for MSMEs in Muna Regency and for MSMEs in other areas that face similar problems.

2. METHODS

This study uses a descriptive qualitative research design to explore strategies for reducing employee turnover in MSMEs in Muna Regency. This design was chosen to gain a deep understanding of the factors that affect turnover as well as the strategies implemented by MSME owners and managers to overcome these problems. This research aims to describe the actual conditions and identify relevant issues based on the perspectives of various parties involved, namely MSME owners, employees, and other related parties. By using a descriptive approach, researchers can present results that describe the phenomenon clearly without

making generalizations. This research focuses on a contextual understanding of the dynamics of employee turnover in the MSME sector in the area.

This research was conducted with a descriptive qualitative approach, which aims to provide a clear picture of the problem of employee turnover in MSMEs in Muna Regency. This method is used to reveal data about the experiences, views, and strategies applied by informants who play a role in the turnover reduction process. Data collection was carried out through in-depth interviews with MSME owners, employees who are still working, former employees, as well as government and academics who have an understanding related to human resource management in the MSME sector. This research does not focus on measuring or analyzing statistics, but on understanding the subjective perspective possessed by informants regarding strategies and challenges in managing employees in MSMEs. The data obtained were then analyzed thematically to identify relevant patterns.

The instrument used in this study is a semi-structured interview, which allows researchers to dig into information in depth but still provides space for informants to express their views freely. The interviews were conducted with five main informants consisting of MSME owners, employees who are still working, former employees, local governments, and academics who are experts in the field of human resource management. The data collection procedure was carried out directly at the location of the MSMEs involved in this study. The interview was conducted by ensuring that all questions related to human resource management and turnover reduction strategies could be answered openly by the informant. After the data collection was completed, the analysis was carried out using the thematic analysis method to find similarities and differences of opinion among the informants.

3. RESULTS AND DISCUSSIONS

3.1. Strategies for Reducing Employee Turnover in MSMEs in Muna Regency

Based on interviews with MSME owners, employees who experience turnover, and various related informants, a number of factors are found that affect employee turnover in MSMEs, as well as steps taken to overcome this problem. The main challenges in retaining employees in MSMEs in Muna Regency are low salary levels and lack of opportunities for career development. The main challenge most often faced is the relatively low salary rate compared to large companies, so many employees choose to look for work elsewhere with the lure of higher salaries (Azis et al., 2022; Fauzi & Manao, 2023; Lestari et al., 2021). This shows that the issue of financial well-being is the dominant factor that affects the turnover rate of MSMEs in the region.

Nonetheless, some MSMEs have tried to overcome this problem with various strategies. One of the approaches taken is to improve employee welfare through performance-based incentives. This strategy has proven to have a positive impact, although not significant, with a decrease in turnover rates in the last six months. This suggests that performance-based rewards can increase employee loyalty, although other key factors such as salary remain a concern (Hutapea & Priyadi, 2021; Indah et al., 2019; Marpaung & ..., 2022).

In addition to incentives, opportunities for skill development are also an important strategy implemented by MSMEs in Muna Regency. This can be done by regularly holding skills training for employees to increase their sense of appreciation and provide opportunities for employees to develop. In addition, MSMEs must also provide more attractive incentives, as well as provide training or further education opportunities for employees. And MSMEs are starting to implement employee development programs in the form of training and clear career opportunities. With a training program, employees feel they have clear prospects and don't feel trapped in monotonous work (Anggreani, 2021; Rahmawati et al., 2022). However, despite

the various strategies that have been implemented, some employees are still considering looking for other opportunities if there is no improvement in their well-being. If the company no longer provides incentives or if there is no further development in terms of training or career development, perhaps someone will consider looking for another job. This indicates that incentives and career development opportunities are crucial in retaining employees, and the lack of both can lead them to look elsewhere for work even though they feel comfortable in their existing workplace (Oktaviani et al., n.d.; Paramitha et al., 2024; Silalahi & Rosalina, 2023).

From the perspective of the local government, the Head of the Muna Regency Manpower Office, explained that the main factors affecting turnover are low salaries, lack of career development programs, and uncertainty in jobs in MSMEs. The Manpower Office strives to help MSMEs by providing skills and entrepreneurship training for their employees (Diana, 2021; Rahmi & Hidayati, 2019). The program is expected to reduce turnover by upskilling employees and giving them a sense of security and clearer career prospects. Overall, the results of this study show that reducing employee turnover in MSMEs in Muna Regency requires a holistic approach, which not only focuses on increasing financial incentives, but also on skill development and creating a positive work environment. In line with these findings, recommendations from HR experts, to improve a more professional HR management system and reward outstanding employees, can be a strategic step to reduce long-term turnover. Joint efforts between MSME owners, employees, and the local government are very important to create a stable and sustainable work ecosystem for MSMEs in Muna Regency.

3.2. Strategies for Reducing Employee Turnover in MSMEs in Muna Regency

The study also found that another factor that affects turnover rates is uncertainty regarding social security and health benefits. Some informants revealed that if there is an opportunity to take part in training or get a certificate, it will be an additional motivation for me to stay working here (Achmad et al., 2024; Elviana & Febriana, 2021; Syam et al., 2023). These findings show that while financial incentives are very important, employee competency development is also an important aspect in reducing turnover. This is in line with the findings obtained from the Muna Regency Manpower Office, which emphasizes the need to provide relevant skills training to increase the competitiveness of employees in MSMEs. With ongoing certification or training, employees feel that the company is investing in their self-development, which in turn can increase loyalty and reduce the desire to look for work elsewhere.

In addition to skill development, another factor of concern is communication between management and employees. Some informants revealed that an open and familial relationship between business owners and employees can create a significant sense of comfort (Irma & Yusuf, 2020; Nasim, 2023). This shows that although many MSMEs face challenges related to financial well-being, creating a harmonious and understanding work environment can reduce turnover rates. Researchers also found that employees who feel valued in terms of interpersonal communication are more likely to persist even though the salary received is lower compared to large companies.

The following Table 1 summarizes the main findings from interviews with informants related to factors that affect employee turnover in Muna Regency MSMEs. This table illustrates that in addition to salary, skill development, incentives, and a conducive work environment are the elements most mentioned by the informants. This shows that there is a consensus among various parties—both business owners, employees, the government, and HR practitioners—related to the factors that affect turnover in MSMEs.

Tabel 1 Factors Affecting Turnover

Factors Affecting Turnover	Relevance to Turnover Reduction Strategies
Low salary	Increasing financial incentives can reduce turnover.
Lack of skill development	Training and career development extend the employee's tenure.
Unconducive work environment	A familial work atmosphere can increase loyalty.
Social security uncertainty	The provision of benefits and social security can improve employee welfare.

In addition, the study also identified that poorly structured human resource management is one of the causes of high turnover. MSMEs often do not have a professional HR management system, such as career development programs and clear performance evaluations. This affects employees' perception of long-term career opportunities in the company. Without a clear system in place when it comes to performance evaluation and career development, employees feel undervalued and tend to look elsewhere for opportunities that offer better prospects (Afridhamita & Efendi, 2020; Charli et al., 2022; Paramitha et al., 2024). Therefore, strengthening a more professional HR management system through training for MSME owners and managers is urgently needed.

Other factors that also affect turnover in MSMEs are external factors such as labor market conditions. MSMEs in Muna Regency also face challenges in creating a stable work environment. The instability of the local job market driven by fluctuations in demand for goods and services in MSMEs causes uncertainty for employees in terms of long-term job security (Adha et al., 2019; Nasim, 2023). Therefore, business stability that needs to be created by MSME owners is an important factor in retaining employees. For this reason, in addition to improving the quality of human resources, business operational stability must also be the main concern for MSME managers.

The researchers also found that while most informants cited salary as the main cause of turnover, there was also an unexpected finding: perceptions of company culture. Companies can improve employee welfare by providing bonuses or better health benefits. Also, if there is an opportunity to take training or get a certificate, it will be an additional motivation for workers to stay employed (Lestari et al., 2021; Sanjaya, 2021). This emphasizes that the development of an organizational culture that supports employee welfare, both financially and non-financially, can be a decisive factor in reducing turnover. In this case, not only material factors influence the employee's decision to survive, but also the quality of the work environment created by the company.

The results of this study provide very important insights for MSMEs in Muna Regency in reducing employee turnover. The findings show that the reduction in turnover depends not only on the salary factor, but also on skill development, relevant incentives, and creating a positive and stable work environment. Therefore, it is recommended that MSMEs in Muna Regency implement a more holistic and integrated strategy to maintain the sustainability of their business, including through improving employee welfare, providing continuous training, and strengthening more professional human resource management. These efforts will increase the competitiveness of MSMEs and reduce the turnover rate in the long term.

3.3. Research discussion

The results of this study provide a deeper understanding of the factors that affect employee turnover in MSMEs, which previously received little attention, especially in areas that have not developed rapidly such as Muna Regency. This research fills a gap in the existing literature by focusing on the challenges of human resource management in local MSMEs, which are significantly different from large or multinational companies. One of the main findings is that low salaries and lack of opportunities for career development are the dominant factors affecting turnover in MSMEs. These findings reinforce the argument that the inability of MSMEs to offer competitive salary packages and career opportunities can exacerbate the problem of employee turnover, which has not been explained in detail in the context of MSMEs in smaller areas. Thus, this finding is very relevant to solve the main problems faced by MSMEs in Muna Regency.

In addition, this study also shows that not many MSMEs integrate structured HR management strategies, such as career development programs or skills training, which have a direct impact on turnover rates. The results of this study show that although many MSMEs do not have a professional HR management system, some of them have tried to overcome the turnover problem by providing performance-based incentives. This strategy, while not yet having a significant impact, has shown a decline in turnover in the last six months. These findings arouse the understanding that more structured and reward-based HR management can be an effective solution in reducing employee turnover, especially in MSMEs that previously did not have a clear system in terms of performance evaluation or career development.

This study also succeeded in highlighting the importance of external factors, namely local government policies in supporting MSMEs, which were previously rarely discussed in the literature. For example, the Muna Regency Manpower Office has a skills and entrepreneurship training program that can increase the competitiveness of employees in MSMEs. These findings indicate that government policies that support skill development can contribute to reducing turnover by providing career guarantees and improving the quality of human resources in MSMEs. The researcher assesses that the interaction between external policies and the company's internal strategy in human resource management needs to be considered more seriously, because they are interrelated in overcoming turnover problems in MSMEs. In this case, the synergy between government policies and human resource management strategies at the MSME level can produce a greater and sustainable impact.

However, the results of this study also show that there is a gap in understanding the role of unstructured human resource management in increasing employee turnover. The study found that many MSMEs do not have a clear and professional HR management system, such as training or performance evaluation programs, which causes employees to feel unappreciated and potentially look for opportunities elsewhere. According to I.K., an HR practitioner, more professional HR management will give employees the opportunity to grow and feel more valued, which can lower turnover rates. Therefore, it is important for MSMEs to strengthen their HR management by building a more structured and employee-based system, including career development and performance-based rewards.

One of the interesting and unexpected findings in the study is that company culture management and interpersonal communication also play an important role in reducing turnover, although financial factors such as salary remain the main factor. Several informants, including employees who are still working in MSMEs, stated that they feel more appreciated when the work environment created is more family and open. A.S., owner of Toko Sumber Makmur, emphasizes the importance of creating a comfortable and understanding work environment. These findings make a new contribution to understanding the non-financial factors that influence employees' decisions to stay or leave the company. This study shows that in addition to the financial aspect, organizational culture factors that support the emotional

well-being of employees are very important in maintaining their loyalty, which was previously not widely explained in research related to turnover in MSMEs.

This study reveals that low salaries and lack of career development opportunities are the main factors that affect employee turnover in MSMEs in Muna Regency. These findings are in line with previous research that suggests that uncompetitive compensation can lead employees to seek opportunities at companies that offer higher rewards. For example, research by Mobley (1977) shows that lower salaries compared to industry standards can increase turnover rates. This is also supported by the theory of Employee Well-being, which states that employees' financial well-being is one of the main factors in their decision to stay in an organization. Therefore, increasing performance-based incentives and career development is a relevant strategy to reduce turnover in MSMEs that are limited in financial resources.

In addition to salary issues, skill development has also been found to be an important factor that affects employees' decisions to stay employed or leave MSMEs. This is consistent with the Career Development Theory put forward by Super (1957), which emphasizes the importance of providing self-development opportunities for individuals to achieve job satisfaction and organizational commitment. In the context of MSMEs in Muna Regency, researchers found that although financial incentives are inadequate, skills training programs provided by some MSMEs can extend the working period of employees. Relevant training and upskilling are also ways to increase employee competitiveness in the job market. These findings confirm that investment in skill development, while not directly increasing salaries, can help create a sense of appreciation which in turn reduces turnover.

A structured and professional-based HR management strategy is also found to be a key factor in reducing employee turnover. Previously, MSMEs in Muna Regency often managed human resources without a clear system, which resulted in dissatisfaction among employees. Research by Huselid (1995) suggests that good HR management, including performance appraisals and clear career development programs, can reduce turnover and increase employee commitment to the organization. In this case, the results of this study provide an overview that MSMEs in underdeveloped areas need to adopt a more professional approach to human resource management. With a clear system in employee management, MSMEs can create better relationships with employees and reduce uncertainty which is one of the main causes of turnover.

External factors, such as local government policies, have also been found to play an important role in reducing employee turnover in MSMEs. For example, the local government of Muna Regency provides skills training and entrepreneurship programs that can increase the competitiveness of employees in the job market. This finding is in line with research by Jovanovic (1979), which emphasized the importance of government policies in supporting the MSME sector through training and certification. Policies that support skill development can reduce reliance on limited internal factors, such as salary, and provide employees with a sense of security when it comes to career prospects. Therefore, the synergy between government policies and internal strategies for human resource management in MSMEs can strengthen efforts to reduce turnover more effectively and sustainably.

Good communication between management and employees was also found to be an important factor in reducing turnover, although this was rarely discussed in previous studies. These findings are in line with the Job Satisfaction Theory put forward by Locke (1976), which states that open communication and good interpersonal relationships between management and employees can increase job satisfaction and organizational commitment. In the context of MSMEs in Muna Regency, business owners who create a familial and mutually understanding work atmosphere can reduce the turnover rate even though the salaries provided are lower than those of large companies. This shows that in addition to material aspects, emotional and social aspects in the work environment also affect employees' decisions to stay or leave the company.

Finally, organizational culture factors that support employee welfare are unexpected findings in this study. Some employees revealed that in addition to salaries and incentives, they are more likely to stay in a company that creates a harmonious and supportive work environment. These findings enrich the understanding of turnover by emphasizing the importance of organizational culture in influencing employees' decisions to stay. This is in line with Schein's (2010) view of organizational culture, which states that a healthy culture can strengthen employee loyalty and reduce turnover rates. Therefore, creating a positive organizational culture and supporting employee well-being both financially and non-financially can be an important factor in retaining employees in the long term.

The results of this study provide important insights into the factors that affect employee turnover in MSMEs in Muna Regency. This research not only fills the gap in the existing literature, but also offers practical solutions that can be applied by MSMEs to reduce turnover. By integrating external policies from the government, more professional HR management strategies, and improving employee welfare through incentives and skill development, MSMEs can create a more stable and sustainable work environment. The researcher suggests that MSMEs in underdeveloped areas such as Muna Regency begin to pay attention to these factors as part of a more comprehensive and structured human resource management strategy.

4. CONCLUSIONS

This study concludes that there are several main factors that affect employee turnover in Muna Regency MSMEs, namely low salaries, lack of career development opportunities, and poorly structured human resource management. In addition, external factors such as local government policies and labor market conditions also contribute to increasing the turnover rate. As a solution, MSMEs in Muna Regency are advised to implement a more holistic strategy, including increasing performance-based incentives, providing relevant skills training, and creating a positive and conducive work environment. Although financial incentives remain a major factor, skill development and good communication between management and employees also play a significant role in retaining employees. Therefore, more professional human resource management and synergy between internal and external factors are needed to reduce the turnover rate in MSMEs.

The findings of this study have significant theoretical and practical benefits. Theoretically, this study enriches the literature on employee turnover in MSMEs, especially in the context of areas that have not developed rapidly such as Muna Regency. This research adds to the understanding of the factors that affect turnover in local MSMEs, as well as how a more structured and skill development-based HR management strategy can affect employee loyalty. Practically, these findings provide solutions that can be applied by MSME owners in the area, both to improve employee welfare and to optimize more professional HR management strategies. Thus, the results of this study can be used as a reference for MSMEs in designing HR policies that can reduce turnover rates, as well as increase competitiveness and business sustainability.

However, this study also has some limitations that need to be considered. One of the limitations is that the focus of the research is limited to MSMEs in Muna Regency, so that the existing findings cannot necessarily be generalized to other areas with different economic and social characteristics. In addition, this study does not explore in depth the role of technology or digitalization in human resource management, which is now increasingly relevant in the modern context. For future research, it is recommended to expand the scope of research by including other factors that can affect turnover, such as the use of technology in human resource management, as well as expanding the research area to areas with different characteristics. Thus, further research can provide more comprehensive insights into effective ways to reduce turnover in MSMEs and improve human resource management.

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