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Employee Turnover and Organisational Vulnerability in a Growing Indonesian Dairy Collection Firm

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Abstract

Employee turnover is often treated as a routine HR cost, yet in fast-growing, time-critical operations it can become a strategic issue. This study examines turnover at PT Gusti Wijaya Sejahtera, a dairy milk collector in Malang Regency, East Java, whose weighted annual turnover rose from 8.12% in 2022 to 43.24% in 2025 as collected volume grew from about 2.2 to 13.9 million kilograms and operations moved toward a near-continuous 24-hour cycle. An exploratory qualitative single-case design drew on ten semi-structured interviews, analyzed thematically and triangulated against internal records. Turnover tracked growth that outpaced staffing, scheduling, onboarding, and knowledge-transfer systems, concentrating workload on experienced staff, though it was not the sole cause of quality deviations, delays, farmer attrition, or margin changes, which informants tied to other concurrent drivers. The study proposes phased SHRM priorities, minimum staffing, roster control, competency-based onboarding, structured handover, clearer compensation, and a simple HR dashboard, extending the social-exchange account of retention to a supplier-facing setting where turnover can privatize a relational asset.

Keywords: Employee Turnover, Strategic Human Resource Management, Qualitative Case Study, Dairy Supply Chain, Workforce Stability

INTRODUCTION

Indonesia's dairy sector faces a persistent gap between consumption and domestic production. Fresh milk output reached 837,223 tons in 2023 before falling to 808,352 tons in 2024 (BPS, 2024), while consumption rose to about 4.7 million tons (Kementerian Koperasi, 2024). The Makan Bergizi Gratis program launched in 2025 is projected to push demand past 8 million tons a year, yet domestic output covers less than 20 percent of that need, mostly imported from New Zealand, the United States, and Australia. Foot and Mouth Disease broke out in East Java in 2022, infecting 55,478 cattle and cutting affected farmers'

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output by roughly 40 percent (Ombudsman RI, 2022), with a second wave in 2025, while farm-gate milk prices rose from Rp 5,000 per liter in 2021 to Rp 8,500 to 9,200 by 2025.

East Java produces 58 percent of national fresh milk, and Malang Regency alone produced about 141,000 tons in 2023, a highly competitive collection market. These pressures fall hardest on collectors who gather milk from smallholders, hold perishable inventory under tight time limits, and deliver against strict service-level terms. High turnover erodes tacit knowledge and process consistency (Hom et al., 2017), and entry-level agribusiness roles face high attrition from workload and shift patterns (Khalid et al., 2022).

This study examines PT Gusti Wijaya Sejahtera, a privately owned collector in Malang Regency that collects raw milk from smallholders, runs its own laboratory, and supplies processors under a 30-hour service-level agreement. It grew from roughly 12 tons per shipment every two to three days in 2022 to about 38 tons near-daily by 2025, running 24/7. Headcount rose from 9 to 42 and annual volume from 2.2 to 13.9 million kilograms. Coordination stayed largely informal, with no integrated system, so a single experienced departure could disrupt operations disproportionately.

Turnover is treated here as a strategic issue rather than a routine HR cost, since a less stable workforce has fewer experienced people to absorb disruptions. Internal records show weighted-average turnover rising from 8.12 percent in 2022 to 43.24 percent in 2025, alongside movements in several operational, relational, safety, and financial indicators. This study addresses three questions: what conditions contributed to turnover, how was turnover perceived to affect operations, suppliers, safety, and finances, and what SHRM practices should the company prioritize?

THEORETICAL REVIEW

Employee Turnover and Business Performance

Employee turnover is the separation of employees from an organization, voluntary or employer-initiated (Mobley, 1982). Voluntary turnover draws the most attention since it reflects the employee's own read of the relationship. It bites hardest where work depends on tacit knowledge new hires cannot absorb quickly, so remaining staff cover the variance, raising their own likelihood of leaving (Hancock et al., 2013). Replacement cost runs 90 to 200 percent of annual pay, higher for technical roles.

Turnover affects performance through four channels: operationally, it disrupts routinized execution and raises quality deviation (Hausknecht and Trevor, 2011); financially, direct costs grow non-linearly while indirect costs erode pricing reliability (Cascio, 2006); for suppliers, frontline relationships are organizational capital, so a resignation invites

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diverted supply (Bendoly et al., 2010); and for safety, new employees face markedly higher incident rates early on (Probst and Brubaker, 2001).

Strategic Human Resource Management

SHRM recasts HR as strategic assets shaping performance, against the older view of HRM as compliance (Wright and McMahan, 1992). The universalistic view holds high-performance practices improve outcomes broadly (Huselid, 1995), while the contingency view holds effectiveness depends on fit with operational demands (Boselie et al., 2005). Bundled HR practices reduce turnover and improve performance (Jiang et al., 2012). Relevant elements for continuous operations include structured selection, faster onboarding, retention-oriented reward, and career pathways.

Social Exchange Theory and Employee Retention

Employee retention is the mirror image of turnover and the target of SHRM intervention. Social Exchange Theory explains the mechanism: employment relationships run on reciprocal expectations, and employees respond to how they are treated with matching commitment and loyalty (Blau, 1964). That commitment combines affective attachment, the cost of leaving, and a felt obligation to stay (Allen and Meyer, 1990). Perceived Organizational Support, the employee's read of the organization's commitment to their well-being (Eisenberger et al., 1986), is among the most consistent correlates of retention across studies (Rhoades and Eisenberger, 2002).

Empirical Foundation

Empirical studies support this framework. In Indonesian agribusiness, culture, commitment, and stress predict turnover intention (Khalid et al., 2022); workload and stress raise it among contract staff (Fitriantini et al., 2020); and stress and workload are linked to turnover among plantation employees (Wahyu and Zusmawati, 2023). This study differs by tracing operational, financial, relational, and safety consequences rather than attitudes alone.

METHOD

Research Design

This study uses an exploratory qualitative single-case design, fitting questions that are "how" and "why" about a phenomenon the researcher cannot manipulate (Yin, 2018). The case is bounded as one organization across its four divisions and logistics network, over 2022 to 2025. Findings generalize analytically, not statistically (Yin, 2018).

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The researcher is the company's Director, providing direct access but also creating a power imbalance and a risk of confirmation bias. Interviews opened with assurance that participation was voluntary and anonymized; no supervisor was present during employee interviews; and two former employees were included to capture views current staff might voice less freely.

Data Collection

The study draws on ten semi-structured interviews and internal documents covering 2022 to 2025: the General Manager (I1); heads of Laboratory (I2), Administration (I3), Feed and Animal Health (I4), and Accommodation and Logistics (I5); a Supervisor (I6); two active employees (I7, I8); and two former employees (I9, I10). Table 1 summarizes the informants.

Table 1: Informant Profile

Code	Organizational role	Employment status	Functional perspective
I1	General Manager	Current	Cross-divisional management
I2	Head of Laboratory	Current	Quality control
I3	Head of Administration	Current	HR records, cost, contracts
I4	Head of Feed & Animal Health	Current	Farmer relationships
I5	Head of Accommodation & Logistics	Current	Transport, cold chain, scheduling
I6	Supervisor/Coordinator, Accom. & Logistics	Current	Middle-level implementation
I7	Employee, Accom. & Logistics	Current	Current frontline
I8	Employee, Laboratory	Current	Current frontline
I9	Former employee, Accom. & Logistics	Former	Former frontline
I10	Former Field Officer, Feed & Animal Health	Former	Former frontline

Source: Interview records, 2026.

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Interviews were conducted on 15 to 16 July 2026 by WhatsApp voice call in Bahasa Indonesia, each about 30 minutes. Transcripts kept wording and operational terminology, with quotations located by response number (I#-R##). Internal records supplied workforce, operational, quality, supplier, safety, and financial documentation, cross-checked arithmetically rather than independently audited.

Data Analysis

Thematic analysis followed Braun and Clarke's (2006) six-phase framework, coded on the Indonesian transcripts and reinforced through document analysis. Themes were retained only when supported by more than one informant. Where a recollection conflicted with a documented figure, the document was treated as fact. Trustworthiness followed Lincoln and Guba's (1985) four criteria.

RESULTS

The analysis is organized by six themes: systems lagging behind growth (T1); turnover exposing rather than singly causing problems (T2); onboarding as a bottleneck (T3); load concentrating on the capable few (T4); unmanaged relational labor in the farmer network (T5); and reciprocity and voice (T6). Interview accounts are treated as perception, records as the source for quantitative facts.

Organizational and Work Conditions Contributing to Turnover

The most consistent framing came from management: operational scale grew faster than the systems for managing people. The General Manager stated it plainly: "The operational system developed, but the people system developed more slowly" (I1-R05), pointing to thin job descriptions and onboarding left to senior staff (I1-R06). Headcount climbed from 9 to 42 while volume grew from 2.2 to 13.9 million kilograms, reflecting reactive rather than integrated HR practice.

Frontline informants described short-notice schedule changes and reliance on the same dependable staff. The supervisor put it sharply: "Don't only look at whether the work is finished. Look at who made it finished" (I6-R29). This matches overtime climbing from Rp 116 million in 2022 to Rp 1,332 million in 2025, with Accommodation and Logistics seeing the most separations.

Across divisions, onboarding depended on observing senior staff rather than a defined competency standard, leaving new employees vulnerable when conditions turned abnormal (I2-R08), though some newcomers proved more careful than longer-tenured

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workers. Vacancy duration rose from 12 to 41 days while training spending dropped from Rp 60 million to Rp 45 million.

Informants regarded pay as significant but rarely the full explanation, linking turnover more to fairness than base salary. Within Feed and Animal Health, farmers' trust is tied to an officer's personal phone, so work continues after hours as an unaccounted emotional burden, "emotional fatigue, the officer brings problems home" (I4-R10). This aligns with the field-staff-to-farmer ratio widening from 1:49 to 1:85.4 as active farmers grew from 245 to 683.

Perceived Effects of Turnover on the Organization

Theme T2 shapes this section, as informants resisted framing turnover as a standalone cause: deliveries continued, but "overtime increased and evaluation work was postponed" (I1-R09). Turnover was not a direct cause of rejection: "Reject is influenced by incoming milk quality, temperature, handling, and transport" (I2-R11). Factory-reject rose from 0.80 to 5.40 percent, alongside cooling-unit downtime rising from 18.5 to 154.0 hours per year.

On delivery, informants attributed delays to multiple points rather than turnover alone, even as SLA breach rose from 1.52 to 15.23 percent. Farmer attrition wasn't directly caused by turnover: "Price, payment, feed, health, and other buyers also have an effect" (I4-R14). Attrition rose from 2.12 to 16.98 percent, about 116 of 683 active farmers in 2025.

On safety, turnover's effect appeared indirect, driven by fatigue among staff repeatedly covering shifts; incidents rose from 1 to 8. Recruitment rose from Rp 15.45 million to Rp 240.65 million, overtime from Rp 116 million to Rp 1,332 million, training fell from Rp 60 million to Rp 45 million. Net margin declined from 10.54 to 7.69 percent. Table 2 summarizes these co-movements.

Table 2: Turnover and Selected Documented Indicators, 2022–2025

Indicator	2022	2023	2024	2025
Weighted-average turnover (%)	8.12	23.85	36.92	43.24
Annual collected volume (million kg)	2.22	5.05	8.81	13.91
Factory reject (%)	0.80	1.50	3.20	5.40
Grade downgrade A→C (%)	1.20	2.40	5.10	7.80
30-hour SLA breach (%)	1.52	4.21	9.84	15.23

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Indicator	2022	2023	2024	2025
Cooling-unit downtime (hrs/yr)	18.5	42.0	96.5	154.0
Fleet & driver incidents (cases)	1	3	6	8
Supplier attrition (%)	2.12	5.45	11.23	16.98
Field-staff-to-farmer ratio	1:49.0	1:65.0	1:73.1	1:85.4
Overtime cost (Rp million)	116.4	368.6	687.2	1,332.2
Re-recruitment & ad cost (Rp million)	15.5	40.3	110.5	240.7
Technical & quality training (Rp million)	60.0	70.0	50.0	45.0
Pre-tax net profit margin (%)	10.54	9.17	8.50	7.69

Source: Internal company records, PT Gusti Wijaya Sejahtera, 2022–2025.

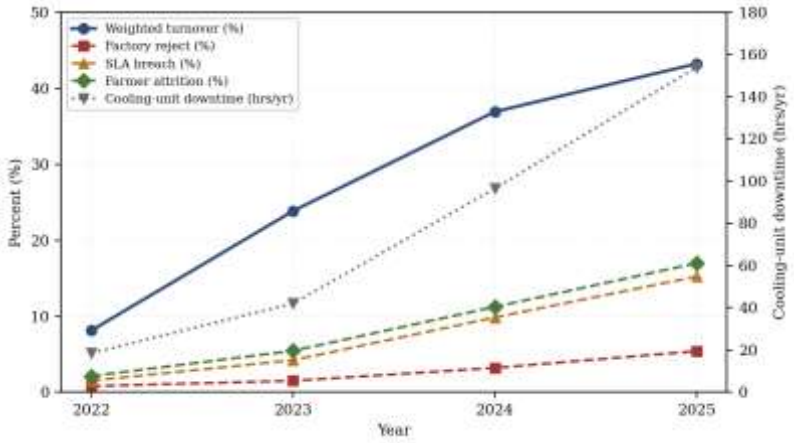


Figure 2: Co-movement of Turnover with Operational, Quality, and Relational Indicators, 2022–2025

Source: Internal company records, PT Gusti Wijaya Sejahtera, 2022–2025.

Figure 2 shows the interpretive caution visually. Turnover, factory reject, SLA breach, and farmer attrition rise together, but so does cooling-unit downtime (right axis), from 18.5 to 154.0 hours per year, so this co-movement supports informants' refusal to attribute these outcomes to turnover alone.

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Strategic Human Resource Management Priorities

Informants converged on a sequence of priorities. Near-term measures centered on minimum staffing, a weekly roster, and competency-based onboarding, with backup staff genuinely ready, "not just holding a driving licence" (I5-R38). Medium-term priorities included structured handover, realistic recruitment, and an exit form and dashboard. Longer-term priorities involved job mapping, compensation clarity, and employee voice, plus reducing the effect of the researcher's position as Director on candour.

Each finding's strength depends on how closely interviews align with documentary trends. Table 3 sets the turnover-related mechanism against competing explanations, so no outcome is read as a turnover effect the evidence cannot support.

Table 3: Rival-Explanation Analysis for Key Outcomes

Outcome (documented trend)	Turnover-related mechanism (perceived)	Competing explanations	Status
Factory reject 0.80%→5.40%	Thinner quality-control buffer under staffing pressure	Incoming milk quality, temperature, handling, transport; cooling downtime 18.5→154 hrs	Not attributable to turnover alone
SLA breach 1.52%→15.23%	Fewer experienced staff; more overtime	Loading delays, vehicle issues, factory queues, pre-departure lab rechecks	One contributor among several
Farmer attrition 2.12%→16.98%	Loss of relationship continuity on handover	Milk price, payment, feed, animal health, other buyers	Not attributable to turnover alone
Safety incidents 1→8	Fatigue among repeatedly-used staff	Vehicle condition; small annual counts	Perceived contribution; not proven
Recruitment / overtime / admin burden	Repeated re-hiring and coverage	Rapid business growth and scaling	Reported contribution

Source: Author's analysis, 2026.

Cross-Case Synthesis

Several conditions appeared across more than one division. Workload concentration (T4) was most pronounced in Accommodation and Logistics but also surfaced in the laboratory. The disconnect between growth and people systems (T1) came up from every

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management perspective. Unmanaged relational labor (T5) was unique to Feed and Animal Health, while Administration faced a denominator-sensitivity issue. Table 4 summarizes this convergence.

Table 4: Evidence-Convergence Matrix for Major Findings

Finding	Interview evidence	Documentary evidence	Evidence relationship
Systems lagged behind growth (T1)	I1-R05, I1-R06; I2-R05; I3-R16	Headcount 9→42; volume 2.2→13.9 M kg	Convergent
Turnover exposed, not singly caused (T2)	I1-R18; I2-R11; I8-R17	Cooling downtime 18.5→154 hrs alongside reject	Qualified
Onboarding bottleneck (T3)	I2-R08; I8-R16	Vacancy 12→41 days; training Rp 60→45 M	Complementary
Load concentration & fatigue (T4)	I6-R29; I5-R27; I7-R13	Overtime Rp 116→1,332 M; A&L largest separations	Convergent
Farmer-relationship discontinuity (T5)	I4-R07; I10-R36	Attrition 2.12→16.98%; ratio 1:49→1:85.4	Qualified
Reciprocity, voice, power imbalance (T6)	I7-R24; I8-R25; I1-R42	— (no fairness measure recorded)	Interview-only

Source: Author's analysis, 2026. Relationships: Convergent means accounts and records agree. Complementary means one source adds a dimension the other lacks. Qualified means records point to alternative drivers that limit a turnover reading. Interview-only means the finding rests solely on interview evidence.

DISCUSSION

The findings can be read through both theoretical lenses without stretching the evidence. The strongest pattern is that turnover tracked operational growth faster than the growth of people systems, fitting the contingency strand of SHRM (Boselie et al., 2005). The company's practices were not so much wrong as unbuilt: the binding constraint is often the absence of any documented system, not a choice between sophisticated ones.

Social Exchange Theory explains why scheduling affected retention: informants described repeated, one-directional reliance on the same capable people, read as an imbalance some eventually left over (Blau, 1964). The commitment keeping others in place

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was more affective than calculative (Allen and Meyer, 1990), a fragile basis since it depends on goodwill the schedule erodes. Perceived Organizational Support bridges this to the recommendations (Rhoades and Eisenberger, 2002).

Informants themselves policed the causal boundary, declining to treat turnover as the sole cause of rejection, delay, or attrition, since cooling-unit downtime rose alongside reject rates as a competing explanation. The qualitative design is a strength here: it cannot measure turnover's specific share, but it can show experienced staff viewed single-cause explanations as naive. The finding is contributed vulnerability, not proven causation.

The Feed and Animal Health findings highlight something the SHRM literature rarely addresses: a departing employee in a supplier-facing role can take a relational asset with them. Farmer trust was tied to an officer's personal phone, linking turnover to supplier retention through a channel outside the firm. A farmer reported greater satisfaction after a faster replacement officer took over, showing the real asset is a well-managed relationship, reframing the priority toward shared records and duty-phone rotation.

Business Solution and Implementation

The business solution follows from the findings, organized as prioritized SHRM practices sequenced so low-cost measures come before system-building. Three principles run through it: start with discipline, not software; protect the capable few by making coverage visible; and institutionalize relationships and knowledge into shared systems. Table 5 sets out the phased roadmap.

Table 5: Phased SHRM Implementation Roadmap

Horizon	Priority action	Owner	Indicator
0–3 months	Weekly roster + change logging	A&L head / supervisor	Schedule changes per week
0–3 months	Minimum-staffing standard	A&L head; GM escalation	Shifts below floor escalated
0–3 months	Real backup list by competency	Supervisor	Backup readiness rate
0–3 months	Competency checklist + protected training	Head of Laboratory	Time to competence

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Horizon	Priority action	Owner	Indicator
3–12 months	Structured handover format	Each functional head	Handover completeness
3–12 months	Realistic job preview	Head of Administration	Early-exit rate
3–12 months	Exit form + HR dashboard	Head of Administration	Turnover, tenure, vacancy days
3–12 months	Farmer duty-phone + escalation deadline	Head of Feed & Animal Health	After-hours contacts; open cases
12+ months	Job mapping + compensation clarity	Management	Perceived fairness (qualitative)
12+ months	Career pathways	Management	Retention of entry-level staff
12+ months	Voice mechanism (anonymized)	Management	Participation; issues surfaced

Source: Author's analysis, 2026.

The solution does not promise a specific reduction in reject, SLA breach, attrition, or margin, since the evidence does not isolate turnover's contribution. Since the researcher is the Director, employee-facing measures could be undermined if perceived as monitoring, so the plan ties them to anonymized, pattern-level reporting.

CONCLUSION

This study examined turnover at PT Gusti Wijaya Sejahtera as a single bounded case over 2022 to 2025. Turnover was linked to a cluster of conditions: operations scaled faster than supporting people systems, leaving onboarding dependent on senior staff, schedules set case by case, and coverage drawn from a small group of capable employees. It was seen as increasing vulnerability in quality, delivery, farmer relationships, and safety, while raising costs. The study developed sequenced SHRM priorities suited to this operation.

Theoretically, the case offers a scale-sensitive qualification to the SHRM turnover literature: the binding constraint was often the absence of any documented system rather than a choice among sophisticated practices. It extends the social-exchange account of retention outward, showing turnover can privatize a company asset in a supplier-facing role.

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Practically, the study offers a prioritized, low-cost starting sequence and indicators drawn from its own managers.

Several limitations bound these conclusions. As a single-case study, findings generalize analytically, not statistically. The researcher's role as Director created a power imbalance, only partly offset by former-employee interviews. Records were cross-checked arithmetically rather than independently audited. Three directions follow: a longitudinal follow-up once roster and dashboard measures are in place; a study led by a researcher without a management role; and further examination of the relational-asset mechanism elsewhere.

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