Designing Employee Retention Strategy in the Digital Era: QSPM Approach to Reduce Turnover Intention

[1]Muhammad Aditia Al-hafidz, [1*]Umi Marfuah, [2]Andry Setiawan

[1]Department of Industrial, Engineering, Faculty of Engineering, Universitas Muhammadiyah Jakarta, 10510 Jakarta, Indonesia

[2]Department of Industrial Engineering, Faculty of Engineering, Institut Sains dan Teknologi Nasional, 12640 Jakarta, Indonesia

***Corresponding Author**

DOI: https://doi.org/10.51584/IJRIAS.2025.101100134

Received: 09 December 2025; Accepted: 16 December 2025; Published: 25 December 2025

ABSTRACT

This study aims to analyze the influence of job stress, work motivation, and employee commitment on employee turnover intention at PT XYZ and to formulate appropriate employee retention strategies through SWOT and QSPM analyses. The study adopts a quantitative research approach using multiple linear regression to test the effects of independent variables on turnover intention. Data were collected through questionnaires distributed to employees of PT XYZ and analyzed using statistical methods to determine the significance and contribution of each variable.

The results of the multiple regression analysis show that job stress, work motivation, and employee commitment simultaneously have a significant effect on turnover intention, with a coefficient of determination (R^2) of 73.2%, indicating that these variables explain most of the variation in turnover intention. Partially, job stress has a positive and significant effect, implying that higher levels of job stress increase employees' intention to leave. Conversely, work motivation and employee commitment have negative and significant effects, indicating that greater motivation and stronger commitment reduce employees' intention to quit.

Furthermore, the results of the SWOT and QSPM analyses reveal that the most effective strategy to reduce turnover and enhance employee retention is to strengthen work culture and employee engagement, particularly among Gen Z and millennial employees, supported by wellbeing and career development programs. This strategy obtained the highest Total Attractiveness Score (TAS) of 7.05, making it the most appropriate and impactful option for addressing turnover issues at PT XYZ.

In conclusion, this study emphasizes that reducing job stress, enhancing motivation and commitment, and developing a positive, engaging, and supportive work environment are essential for improving employee retention. Implementing wellbeing and development initiatives can help PT XYZ foster a more loyal, productive, and sustainable workforce, thereby strengthening its organizational stability and long-term competitiveness.

Keywords: Employee Commitment, Employee Retention, Job Stress, QSPM, SWOT, Turnover Intention, Work Motivation

INTRODUCTION

Currently, every organization focuses on optimizing performance by effectively utilizing all available resources. Among the various resources owned by an organization, human resources are considered the most important, as

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

they play a central role in providing a competitive advantage compared to competitors (Islam et al., 2015). One of the main challenges in human resource management is turnover. Turnover can be defined as an employee's individual decision to resign from the organization, which may be influenced by work experience, relationships with supervisors, job satisfaction, and organizational policies related to employee retention (Hom et al., 2017).

A high level of employee turnover has become a major issue, especially in an increasingly competitive global environment (Al-Suraihi et al., 2021). Numerous studies show that work attitudes—particularly job stress, work motivation, and employee commitment—are the most important factors in predicting turnover intention (Manuaba & Suwandana, 2022). Job stress is a condition of pressure that triggers physical and mental imbalance, and affects emotional aspects (Ummah, 2019). Excessive job stress can increase dissatisfaction with job performance (Almaida & Purnomo, 2021). Research by (Manuaba & Suwandana, 2022) and (Lestari, 2021) indicates that job stress has a positive and significant effect on turnover intention, where higher levels of stress encourage employees' intent to leave. This highlights the importance of employee well-being through work-life balance policies and better workload structuring.

Work motivation is an internal or external drive that influences a person's enthusiasm and effort to perform tasks in order to achieve specific goals (Permadi & Rasminingsih, 2023). Studies by (Tjendra et al., 2019) and (Angelisa et al., 2023) show that work motivation and organizational commitment have a significantly negative effect on turnover intention. This means that when employees' motivation and commitment increase, their intention to leave the company decreases. Meanwhile, employee commitment refers to the extent to which a worker understands the organization and desires to continue developing their career within it (Susilo & Satrya, 2019). Employees with low levels of commitment tend to constantly seek opportunities to move to other jobs (Serhan et al., 2022). Research by (Putra, 2021) and (Jaya & Widiastini, 2017) confirms that employee commitment negatively affects turnover intention, meaning that higher commitment lowers employees' desire to leave the company.

Previous research has examined the effects of job stress, work motivation, and employee commitment on turnover intention separately, but none have combined all three variables in one study. These three variables were selected based on actual conditions in the company being studied. According to interview results, high turnover is caused by intense performance pressure and heavy workloads, which trigger stress and influence employees' decisions to resign. Additionally, interviews and direct observation indicate a decrease in work enthusiasm and lack of emotional attachment to the company, reflecting reduced motivation and commitment. To determine the extent to which these three variables influence turnover intention, this study employs a quantitative approach using multiple linear regression. Multiple linear regression is a statistical method used to analyze the relationship between one dependent variable and two or more independent variables (Damodar, 2004). This method enables researchers to simultaneously measure the effects of multiple independent variables on a single dependent variable in a structured manner.

Furthermore, to provide solutions to the identified problems, this research also applies the Quantitative Strategic Planning Matrix (QSPM), an analytical method used to evaluate and select the best strategy based on internal and external organizational factors (David, Fred r., 2017). Through this method, internal and external factors influencing the company's condition can be identified, and the most effective employee retention strategies can be formulated using quantitative assessments that prioritize strategies based on the actual conditions at PT XYZ.

PT XYZ is one of the leading companies in the Agriculture, Industrial, Construction, Mining, and Energy sectors. PT XYZ is a subsidiary of PT United Tractors Tbk, which is part of PT Astra International Tbk. The company is facing challenges related to high turnover intention, particularly within the sales operation division, whose business activities heavily rely on the sales system. As the company's business model is sales-driven, the performance of the sales operation division is crucial in ensuring revenue continuity. This division is directly responsible for marketing products, communicating with customers, explaining the technical value and advantages of products, and finalizing transactions. Therefore, the quality and stability of human resources in this division significantly affect sales performance and overall business target achievement. This issue has become a concern, as it may disrupt operational stability and impact the company's overall performance.

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

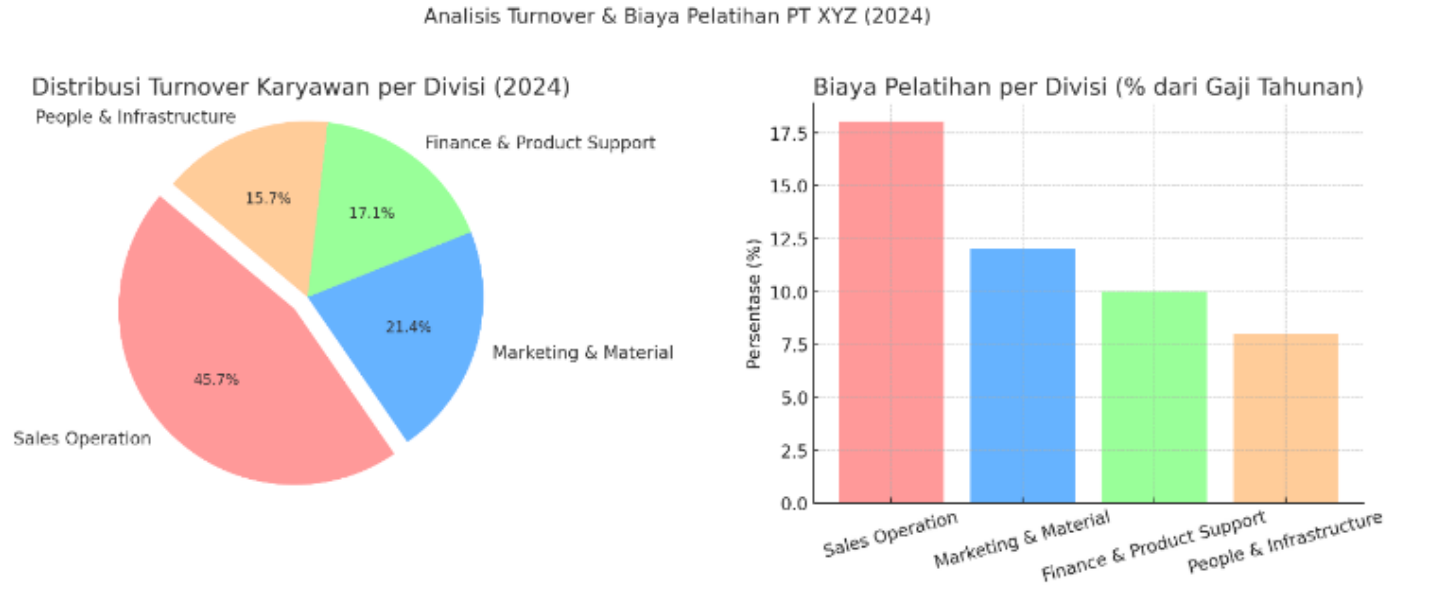

Fig. 1 Turnover Data for 2024 of PT XYZ

The highest contributor to turnover was the Sales Operation division, accounting for 45.7% of all employees who resigned throughout 2024. This means that nearly half of the total employee resignations occurred within this single division. With a total of 31 employees leaving the company during the year, approximately 14 employees from the Sales Operation division resigned from PT XYZ, with an average tenure of 1–2 years. The Sales Operation division also recorded the highest training and recruitment costs, amounting to 18% of the annual salary for each position that needed to be replaced.This indicates that, in addition to having the highest turnover rate, this division also incurs the largest employee replacement cost compared to other divisions, such as Marketing & Material (12%), Finance & Product Support (10%), and People & Infrastructure (8%). This situation arises because positions within the Sales Operation division require specialized technical training and deep competence, including product knowledge, negotiation strategies, and sales techniques.These facts indicate that the high resignation rate in this division has the potential to cause serious disruptions to the company's performance, particularly affecting profitability and overall operational stability. If turnover remains high, the company will continue to incur significant expenses for recruitment and training, which may negatively impact long-term organizational stability.

Therefore, this study focuses on analyzing the factors influencing employee turnover intention, particularly those related to job stress, work motivation, and employee commitment at PT XYZ, as well as their impact on operational stability and company performance. By understanding these factors, the research aims to formulate effective strategies to improve employee retention, preserve top talent, reduce turnover rates, and optimize recruitment and training costs at PT XYZ. In addition, the findings of this study are expected to assist management in developing more strategic and evidence-based human resource policies to reduce job stress and improve employee motivation and commitment.

RESEARCH METHODOLOGY

Research Design

The study adopted a mixed-method methodology that merged quantitative survey findings with qualitative data collected through focus groups.

Sample and Population

The sampling technique used was convenience sampling, involving 100 employees who were selected based on ease of access and their direct involvement in the work environment. In addition, the respondents were evaluated according to demographic characteristics such as gender, age, educational background, job type, and length of employment in the current organization.

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

Data Collection Tools

A validated Likert-scale questionnaire (with Cronbach's alpha values exceeding 0.7) was used to measure job stress, work motivation, employee commitment, and turnover intention. In addition, focus group discussions with the Human Capital team were conducted to obtain qualitative insights regarding the underlying causes of turnover and to explore potential employee retention strategies.

Data Analysis

SPSS was employed to perform descriptive statistics and multiple linear regression analysis to examine the effects of job stress, work motivation, and employee commitment on turnover intention. Additionally, diagnostic tests such as validity, reliability, and classical assumption tests were conducted to ensure the robustness of the regression model. Thematic analysis was applied to qualitative data obtained from focus group discussions with the Human Capital team to identify underlying causes of turnover and to support the development of employee retention strategies.

Instrument Testing

The first stage involved conducting validity and reliability tests to ensure that the questionnaire items were appropriate and consistent for measuring the research variables. In this study, Cronbach's Alpha was utilized to assess the reliability of the measurement instrument, with a minimum threshold of 0.70 indicating acceptable internal consistency (Nelfiyanti et al., 2025)(Ghozali & Kusuma, 2023). This benchmark reflects a 95% confidence level and a 5% margin of error, accounting for potential variability in respondents' answers due to internal or external factors.

Classical Assumption Testing

The second stage consisted of classical assumption tests, including: normality test, multicollinearity test, and heteroscedasticity test, to verify that the multiple linear regression model met the required statistical assumptions.

Multiple Linear Regression Analysis

The third stage applied multiple linear regression analysis to examine the effects of job stress and employee commitment on turnover intention. The results of this analysis served as empirical evidence for identifying key factors influencing turnover.

SWOT Analysis

The fourth stage involved conducting a SWOT analysis to identify internal strengths and weaknesses, as well as external opportunities and threats related to human resource management at PT XYZ.

QSPM Analysis (Quantitative Strategic Planning Matrix)

The final stage utilized QSPM to evaluate and prioritize alternative retention strategies derived from SWOT analysis. This method assigned weights and attractiveness scores to each strategy to determine the most effective employee retention strategy in reducing turnover

RESULT AND DISCUSION

SWOT Matrix of PT XYZ

At the initial stage of this study, a SWOT analysis was conducted to identify the internal and external factors influencing employee retention at PT XYZ. This analysis provides a structured overview of the company's strengths and weaknesses, as well as the opportunities and threats it faces. The results of this analysis are presented in the following table.

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

Table 1. SWOT Interview Results of Pt Xyz

Internal			**Eksternal**
Strengths			Opportunity
1	Sistem Reward & Benefit	1	Digitalization
2	Wellbeing	2	Providing benefits above the prevailing normative standards while complying with existing regulations.
3	Development		
4	Cultre (GREAT)		
Weaknesses			Threats
1	Not all employees understand the reward and benefit system	1	Competitors from other companies
		2	A workforce dominated by Gen Z and millennials
		3	The decline in business performance over the past year, which has prevented the flexible reward scheme from being implemented
2	Career opportunities are hindered by competency gaps	4	The presence of strategies from other companies that fulfill their staffing needs through pro-hire recruitment, in which the candidates are sourced from PT. XYZ.

Table 1 presents the results of SWOT interviews conducted with corporate strategy experts, identifying PT XYZ's internal strengths and weaknesses as well as external opportunities and threats. These findings were subsequently used to formulate alternative strategies through the QSPM method.

Sub Variabel

Each main research variable was broken down into several sub-variables to clarify its dimensions and support accurate measurement. The sub-variables used in this study are presented in the following table:

Table 2. Sub Variabel

Job Stress (X1)	Work Motivation (X2)	Employee Commitment (X3)
Workload	Intrinsic motivation (job satisfaction)	Affective commitment (emotional)
Time pressure	Extrinsic motivation (incentives/salary)	Normative commitment (moral)
Role conflict	Personal goals	Continuance commitment (due to ongoing benefits)
Role ambiguity	Career expectations	
Unclear responsibilities		

Table 2 summarizes the sub-variables of job stress, work motivation, and employee commitment used in this study to analyze turnover intention at PT XYZ. These sub-variables were defined to support questionnaire development and to ensure a more focused and comprehensive analysis of each factor's influence on turnover intention**.**

Validity Test

Before conducting further statistical analysis, the research instruments were first evaluated to ensure their

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

validity and reliability. The validity test was performed to determine whether each questionnaire item accurately measured the intended research variables. The results of the validity test are presented in the following section.

Table 3. Validity Test

Variabel	Statement Item	r calculated	r table	Description
Job Stress (X1)	X1.1	0,892	0,1966	Valid
	X1.2	0,886	0,1966	Valid
	X1.3	0,833	0,1966	Valid
	X1.4	0,858	0,1966	Valid
	X1.5	0,892	0,1966	Valid
	X1.6	0,906	0,1966	Valid
	X1.7	0,845	0,1966	Valid
	X1.8	0,849	0,1966	Valid
	X1.9	0,901	0,1966	Valid
	X1.10	0,916	0,1966	Valid
Work Motivation (X2)	X2.1	0,736	0,1966	Valid
	X2.2	0,690	0,1966	Valid
	X2.3	0,750	0,1966	Valid
	X2.4	0,705	0,1966	Valid
	X2.5	0,678	0,1966	Valid
	X2.6	0,760	0,1966	Valid
	X2.7	0,689	0,1966	Valid
	X2.8	0,687	0,1966	Valid
	X2.9	0,729	0,1966	Valid
	X2.10	0,786	0,1966	Valid
Employe Commitment (X3)	X3.1	0,926	0,1966	Valid
	X3.2	0,777	0,1966	Valid
	X3.3	0,837	0,1966	Valid
	X3.4	0,824	0,1966	Valid
	X3.5	0,845	0,1966	Valid
	X3.6	0,887	0,1966	Valid
	X3.7	0,870	0,1966	Valid
	X3.8	0,881	0,1966	Valid
	X3.9	0,905	0,1966	Valid
	X3.10	0,919	0,1966	Valid
Turnover Intention (Y)	Y.1	0,875	0,1966	Valid
	Y.2	0,923	0,1966	Valid
	Y.3	0,897	0,1966	Valid

Based on table 3 the validity test results, all questionnaire items across the four research variables Job Stress (X1), Work Motivation (X2), Employee Commitment (X3), and Turnover Intention (Y) have r-calculated values that exceed the r-table value of 0.1966.

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

For the Job Stress variable (X1), the r-calculated values range from 0.833 to 0.916, indicating strong item–total correlations. Similarly, the Work Motivation variable (X2) shows r-calculated values between 0.678 and 0.786, confirming that all items adequately represent the construct. The Employee Commitment variable (X3) demonstrates very high validity, with r-calculated values ranging from 0.777 to 0.926. Meanwhile, the Turnover Intention variable (Y) also exhibits strong validity, with r-calculated values between 0.875 and 0.923.

These results indicate that all measurement items are valid and capable of accurately capturing the intended constructs. Therefore, the entire set of questionnaire items is suitable for use in subsequent statistical analyses, including regression analysis and strategy formulation in this study.

Reliability Test

After confirming the validity of the research instruments, a reliability test was conducted to assess the consistency of the questionnaire items in measuring the research variables. This test aims to ensure that the measurement results are stable and dependable when applied to similar conditions. The results of the reliability test are presented in the following section.

Table 4. Reliability Test

Variabel	Cronbach's Alpha	Cut off Value	Keterangan
Job Stress (X1)	0,966	0,70	Reliabel
Work Motivation (X2)	0,896	0,70	Reliabel
Employe Commitmen (X3)	0,963	0,70	Reliabel
Turnover Intention (Y)	0,873	0,70	Reliabel

The table results show that the variables Job Stress (X1), Work Motivation (X2), Employee Commitment (X3), and Turnover Intention (Y) obtained Cronbach’s alpha values greater than 0.70. Based on these results, all variables are declared reliable.

Normality Test

Before proceeding with further regression analysis, a normality test was conducted to examine whether the data distribution met the assumption of normality. This test is essential to ensure the appropriateness of using multiple linear regression in this study. The results of the normality test are presented in the following section.

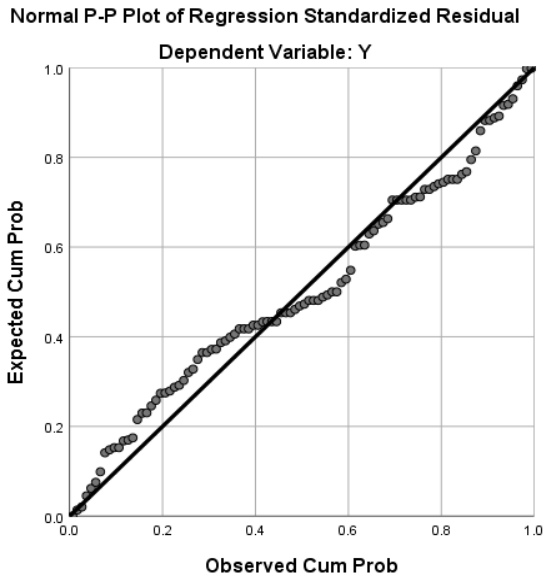

Fig. 2 Normality Test – P-Plot

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

Based on the fig.2 above, Normal P-P Plot of Regression Standardized Residuals, it can be seen that the data points are dispersed around the diagonal line. Therefore, it can be concluded that the data are normally distributed and pass the normality test.

Multikolinearitas Test

To ensure the independence among the independent variables in the regression model, a multicollinearity test was conducted. This test aims to identify potential correlations among the predictor variables that could affect the stability and accuracy of the regression estimates. The results of the multicollinearity test are presented in the following figure.

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.595	1.681
	X2	.966	1.035
	X3	.585	1.711

a. Dependent Variable: Y

Fig. 3 Multikolinearitast Test

Based on the results in Figure 3, all independent variables have a Tolerance value > 0.10 or VIF < 10.00, so it can be concluded that the model does not experience multicollinearity. The VIF value limit < 10 is widely used in statistical and econometric research to indicate the absence of serious multicollinearity. (Akintunde et al., 2021; Kim, 2019).

Heteroskedastisitas Test

To examine whether the regression model meets the assumption of homoscedasticity, a heteroskedasticity test was conducted. This test aims to determine whether the variance of the residuals is consistent across all levels of the independent variables. The results of the heteroskedasticity test are presented in the following figure.

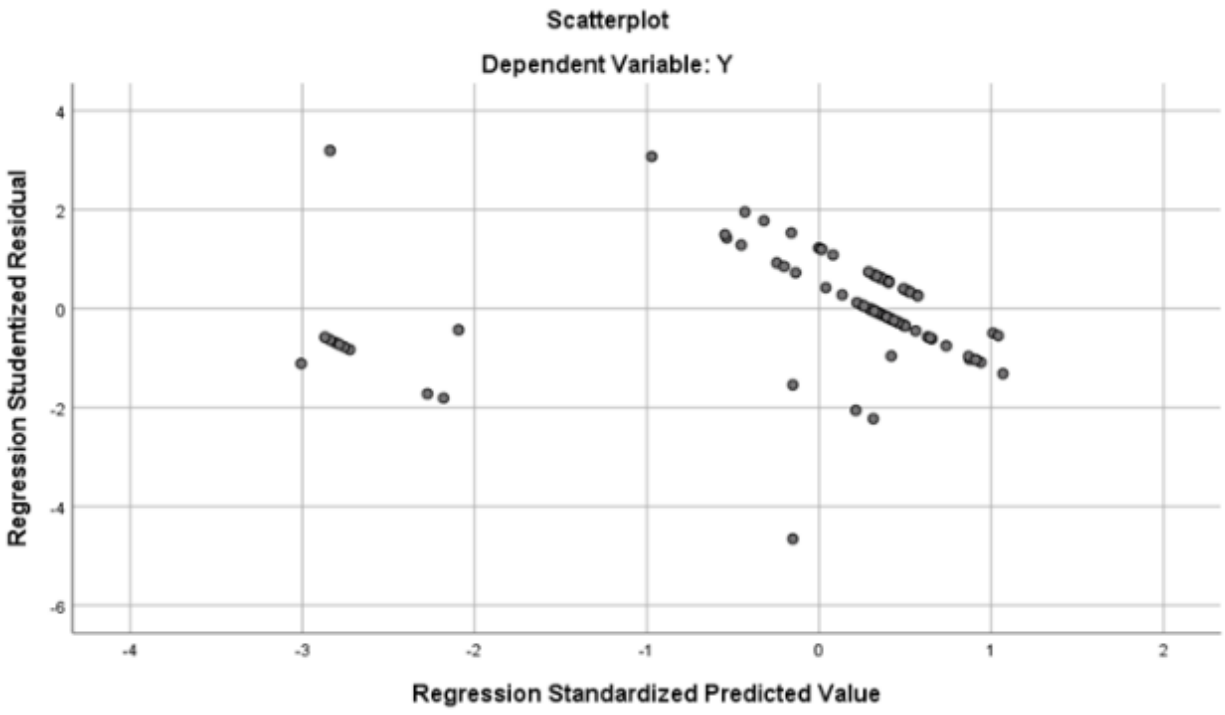

Fig. 4 Heteroskedastisitas Test

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

Based on the Scatterplot graph, it can be seen that the data points are dispersed and do not form any specific pattern. Therefore, it can be concluded that there is no heteroscedasticity, and the model passes the heteroscedasticity test.

Autocorrelation Test

An autocorrelation test was conducted to determine whether there was a correlation between residuals in the regression model. This test is essential to ensure that the residuals are independent and that the regression estimates are unbiased. The results of the autocorrelation test are illustrated in the following figure.

Model Summary[b]	
Model	Durbin-Watson
1	2.176[a]
a. Predictors: (Constant), X3, X2, X1	
b. Dependent Variable: Y	

Fig. 5 Autocorelation Test

The Durbin–Watson (DW) test results showed a value of 2.176, falling between the upper limit (DU) and 4 − DU, indicating that the model does not experience autocorrelation and the residuals are independent, indicating a reliable and unbiased regression estimate (Gujarati & Porter, 2009). This finding aligns with previous research in the field of turnover intention and organizational behavior, where meeting classical assumptions, including the absence of autocorrelation, is considered essential for maintaining the validity of regression models (Hausknecht John P. & Trevor Charlie O., 2011). Studies by (Jiang et al., 2022) also reported DW values within the acceptable range, indicating that their regression models are free from autocorrelation and statistically valid. These results are supported by national studies, such as those by (Hanifah & Halomoan, 2024; Retno et al., 2023), which found that job stress, workload, and organizational commitment significantly influence turnover intention, supporting the validity of the regression model in this context. Thus, the results of this study are consistent with previous empirical evidence and strengthen the belief that the regression model at PT XYZ has fulfilled the classical regression assumptions.

Multiple Linear Regression Analysis

To examine the simultaneous and partial effects of the independent variables on turnover intention, a multiple linear regression analysis was conducted. This analysis was used to determine the direction and magnitude of the relationships between job stress, work motivation, employee commitment, and turnover intention. The results of the multiple linear regression analysis are presented in the following figure.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.150	1.643		6.176	.000
	X1	.192	.020	.634	9.405	.000
	X2	-.095	.031	-.160	-3.025	.003
	X3	-.069	.017	-.281	-4.133	.000

a. Dependent Variable: Y

Fig. 6 Multiple Linear Regression Analysis

The multiple linear regression analysis produced the equation $Y = 10.150 + 0.192X_1 – 0.095X_2 – 0.069X_3 + e$, where Job Stress ($X_1$) has a positive effect on Turnover Intention (Y), while Work Motivation (X_2) and Employee Commitment (X_3) have negative effects. The constant value of 10.150 indicates the baseline level of

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

turnover intention when all independent variables are equal to zero. An increase of one unit in Job Stress raises turnover intention by 0.192, whereas an increase in Work Motivation and Employee Commitment reduces turnover intention by 0.095 and 0.069, respectively.

These findings are consistent with (Jiang et al., 2022), who reported that high job pressure increases employees' intentions to leave their organization (Frontiers in Public Health). Similarly,(Retno et al., 2023) found that job stress has a significant positive impact on turnover intention in the industrial sector.

Meanwhile, the negative relationship between work motivation and turnover intention aligns with the findings of (Hanifah & Halomoan, 2024; Jiang et al., 2022), who revealed that higher motivation decreases employees' intention to leave their jobs. Furthermore, the negative effect of employee commitment on turnover intention supports (Hausknecht John P. & Trevor Charlie O., 2011), who emphasized that organizational commitment plays a critical role in reducing turnover rates.

In summary, this study reinforces empirical evidence that job stress increases turnover intention, while work motivation and employee commitment reduce it, supporting both theoretical expectations and prior research findings in international and national contexts

t-Test (Partial)

After estimating the regression model, a partial t-test was conducted to examine the individual effect of each independent variable on turnover intention. This test aims to determine whether each predictor has a statistically significant influence when considered separately. The results of the t-test are presented in the following figure.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.150	1.643		6.176	.000
	X1	.192	.020	.634	9.405	.000
	X2	-.095	.031	-.160	-3.025	.003
	X3	-.069	.017	-.281	-4.133	.000

a. Dependent Variable: Y

Fig. 7 t Test (Partial)

The partial influence of each independent variable on the dependent variable is as follows:

1. The t-calculated value for the Job Stress variable (X1) is 9.405, which is greater than the t-table value of 1.661, and the significance value of 0.000 is less than 0.05. The coefficient is positive at 0.192. Therefore, H0 is rejected and Ha is accepted, meaning that Job Stress has a positive effect on Turnover Intention.
2. The t-calculated value for the Work Motivation variable (X2) is 3.025, which is greater than the t-table value of 1.661, and the significance value of 0.003 is less than 0.05. The coefficient is negative at –0.095. Therefore, H0 is rejected and Ha is accepted, meaning that Work Motivation has a negative effect on Turnover Intention.
3. The t-calculated value for the Employee Commitment variable (X3) is 4.133, which is greater than the t-table value of 1.661, and the significance value of 0.000 is less than 0.05. The coefficient is negative at –0.069. Therefore, H0 is rejected and Ha is accepted, meaning that Employee Commitment has a negative effect on Turnover Intention.

F-Test (Simultaneous)

To assess the joint influence of all independent variables on turnover intention, a simultaneous F-test was conducted. This test evaluates whether job stress, work motivation, and employee commitment collectively have a statistically significant effect on turnover intention. The results of the F-test are presented in the following figure.

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	519.696	3	173.232	91.168	.000[b]
	Residual	182.414	96	1.900		
	Total	702.110	99			

a. Dependent Variable: Y
b. Predictors: (Constant), X3, X2, X1

Fig. 8 F-Test (Simultaneous)

The calculated F-value is 91.168, which is greater than the F-table value of 2.698, and the significance value of 0.000 is less than 0.05. Therefore, H0 is rejected and Ha is accepted, meaning that Job Stress, Work Motivation, and Employee Commitment simultaneously have a significant effect on Turnover Intention.

Coefficient of Determination Test (R^2)

To evaluate the explanatory power of the regression model, a coefficient of determination (R^2) test was conducted. This test indicates the proportion of variance in turnover intention that can be explained by the independent variables included in the model. The results of the coefficient of determination test are presented in the following section.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860[a]	.740	.732	1.378

a. Predictors: (Constant), X3, X2, X1

Fig. 9 Coefficient of Determination Test (R^2)

The Adjusted R Square value is 0.732 or 73.2%. This coefficient of determination indicates that the variables Job Stress (X1), Work Motivation (X2), and Employee Commitment (X3) are able to explain the Turnover Intention variable (Y) by 73.2%, while the remaining 26.8% (100 – Adjusted R Square) is explained by other variables such as job satisfaction and leadership, which contribute 26.8%.

Matrix SWOT

The results of the SWOT matrix analysis in the produced eight alternative strategies.

The explanation of each strategy is as follows:

A. SO Strategy

Optimizing the GREAT culture and development programs to attract new talent interested in digitalization and workplace wellbeing, and enhancing the appeal of the reward and wellbeing system through digital platforms (such as HRIS applications) to make it easier for employees to access and understand.

B. WO Strategy

Conducting regular training and effective communication regarding the reward & benefit system to ensure all employees understand it and remain motivated, and conducting regular training and effective communication regarding the reward & benefit system to ensure all employees understand it and remain motivated.

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

C. ST Strategy

Strengthening work culture and employee engagement to face challenges from competitors and attract the loyalty of younger employees (Gen Z and millennials), and leveraging wellbeing and development programs as a differentiator in responding to business downturns and intense competition.

D. WT Strategy

1. Reevaluating the reward system to make it more adaptive to the needs of younger generations and the current business situation, and
2. Developing career-based employee retention strategies to reduce employees' interest in offers from other companies.

SWOT Matrix Calculation

After identifying the internal and external factors through the SWOT analysis, a SWOT Matrix calculation was conducted to formulate and evaluate strategic alternatives. This step aims to determine the most appropriate strategic orientation based on the combination of strengths, weaknesses, opportunities, and threats. The results of the SWOT Matrix calculation are presented in the following table.

Table 5. Swot Matrix Calculation

Internal Factors & External Factors	(Streghts)	(Weakness)
(Opportunities)	S-O = 2,69+1,32 = 4,01	W-O = 0,86+1,32 = 2,18
(Threats)	S-T = 2,69+3,24 = 5,93	W-T = 0,86+3,24 = 4,10

From the strategic combination matrix, the highest score is obtained by the Strength–Threats (ST) strategy with a total of 5.93. This means that the set of strategies that should be used by the company is the ST strategy, Based on the table above, the strategy used by PT XYZ is to leverage its strengths to reduce threats (ST), which includes strengthening work culture and employee engagement to address competitive challenges and attract loyalty from younger generations (Gen Z and millennials), as well as utilizing wellbeing and development programs as differentiation in responding to business downturns and intense competition.

QSPM (Quantitative Strategic Planning Matrix)

To prioritize the strategic alternatives derived from the SWOT analysis, this study employed the Quantitative Strategic Planning Matrix (QSPM). This method provides a systematic and quantitative approach to evaluating and ranking strategies based on their relative attractiveness and feasibility. The results of the QSPM analysis are presented in the following section.

Table 6. QSPM (Quantitative Strategic Planning Matrix)

EFE		Score	Alternative 1		Alternative 2	
No	**Opportunity**		Strengthening work culture and employee engagement to face challenges from competitors and to attract the loyalty of younger employees (Gen Z and millennials). (T1, T4, S2, S4)		Leveraging wellbeing and development programs as a differentiator in responding to business downturns and intense competition. (T3, S2, S3)	
			AS	TAS	AS	TAS
1	Digitalization	0,2	4	0,63	4	0,63

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

2	Providing benefits above the prevailing normative standards while complying with existing regulations.	0,2	4	0,84	3	0,63
No	**Threats**					
1	Competitors from other companies	0,18	3	0,55	3	0,55
2	A workforce dominated by Gen Z and millennials	0,16	3	0,47	3	0,47
3	The decline in business performance over the past year, which has prevented the flexible reward scheme from being implemented	0,16	2	0,32	2	0,32
4	The presence of strategies from other companies that fulfill their staffing needs through pro-hire recruitment, in which the candidates are sourced from PT. XYZ.	0,13	4	0,53	2	0,26
Total EFE Weight		1,00				
IFE						
No	**Strengths**					
1	Sistem Reward & Benefit	0,19	4	0,76	4	0,76
2	Wellbeing	0,17	4	0,67	4	0,67
3	Development	0,17	4	0,67	4	0,67
4	Cultre (GREAT)	0,19	4	0,76	4	0,76
No	**Weaknesses**					
1	Not all employees understand the reward and benefit system	0,14	3	0,43	3	0,43
2	Career opportunities are hindered by competency gaps	0,14	3	0,42	3	0,42
Total IFE Weight		1,00		7,05		6,57

The study found that job stress, work motivation, and employee commitment significantly affect turnover intention at PT XYZ, with an R^2 value of 73.2%, meaning these variables explain most variations in turnover intention. Job stress has a positive and significant effect, indicating that higher stress increases employees' desire to leave, while work motivation and employee commitment have negative and significant effects, showing that motivated and committed employees are more likely to stay. These findings align with (Jiang et al., 2022; Retno et al., 2023), who found that job stress raises turnover intention and, who revealed that motivation increases satisfaction and reduces turnover intention. Moreover, (Hausknecht John P. & Trevor Charlie O., 2011) confirmed that organizational commitment effectively decreases turnover rates.

The QSPM analysis identified that the best strategy for reducing turnover is to strengthen work culture and enhance employee engagement, especially for Gen Z and millennial employees, through wellbeing and development programs, with a Total Attractiveness Score (TAS) of 7.05. This is consistent with (Orujaliyev, 2024), who showed that non-financial factors like recognition and development enhance engagement and retention, and (Sathyajothi.M, 2025), who found that employee engagement strongly predicts retention. Similarly, (Rani, 2025) emphasized that a positive work culture enhances satisfaction and retention, while (Masood, 2024) highlighted that younger employees prioritize career growth, wellbeing, and work-life balance.

In conclusion, this study supports prior evidence that reducing job stress while enhancing motivation, commitment, engagement, and wellbeing—supported by a strong organizational culture—can effectively minimize turnover intention and strengthen employee retention in PT XYZ.

CONCLUSION

Based on the analysis results, this study concludes that job stress, work motivation, and employee commitment simultaneously have a significant effect on employee turnover intention at PT XYZ, with a coefficient of determination (R^2) of 73.2%. This indicates that these three variables explain most of the variation in turnover intention, while the remaining 26.8% is influenced by other factors not included in this study. Partially, job stress has a positive and significant impact on turnover intention, meaning that the higher the level of stress experienced by employees, the greater their tendency to leave the company. Conversely, work motivation and employee commitment have negative and significant effects, suggesting that employees who are highly motivated and committed tend to be more loyal, satisfied, and willing to stay longer in the organization.

The results of the SWOT and QSPM analyses show that the most effective strategy to reduce turnover and improve employee retention at PT XYZ is to strengthen the company's work culture and enhance employee engagement, particularly among younger generations such as Gen Z and millennials, through the implementation of wellbeing and employee development programs. This strategy obtained the highest Total Attractiveness Score (TAS) of 7.05, indicating that it is the most appropriate and strategic option to address employee turnover issues within the company.

In conclusion, the findings of this study highlight that effectively managing job stress, increasing motivation and commitment, and building a positive, engaging, and supportive organizational culture are crucial for improving employee retention. By implementing wellbeing and development initiatives, PT XYZ can foster a more productive and loyal workforce, reduce turnover rates, and strengthen long-term organizational stability and competitiveness

REFERENCES

1. Akintunde, M., Olawale, A. O., Amusan, A., & Azeez, A. I. A. (2021). Comparing Two Classical Methods of Detecting Multicollinearity in Financial and Economic Time Series Data. International Journal of Applied Mathematics and Theoretical Physics. https://doi.org/10.11648/j.ijamtp.20210703.11
2. Al-Suraihi, W. A., Samikon, S. A., Al-Suraihi, A.-H. A., & Ibrahim, I. (2021). Employee Turnover: Causes, I. European Journal of Business and Management Research, 6(3), 1–10.
3. Almaida, A., & Purnomo, S. (2021). Pengaruh Stres Kerja dan Motivasi Kerja terhadap Kepuasan Kerja pada Satuan Polisi Lalu Lintas Polrestabes Makassar. Studi Ilmu Manajemen Dan Organisasi, 2(1), 19–32. https://doi.org/10.35912/simo.v2i1.363
4. Angelisa, Nuraeni, Y. S., & Irawati, D. (2023). Influence of Motivation, Workload, and Leadership Style on Turnover Intention at Bank Central Asia Tbk Main Branch Pekanbaru. Procuratio : Jurnal Ilmiah Manajemen, 11(3), 245–257.
5. Damodar, G. (2004). Basic Econometrics (PDFDrive).pdf.
6. David, Fred r., F. r. D. (2017). Strategic ManageMent concepts and cases (sixteenth). pearson.
7. Ghozali, I., & Kusuma, K. (2023). Partial Least Squares Konsep, Teknik dan Aplikasi SmartPLS 4.0 untuk Penelitian Empiris (1st ed.). Yoga Pratama.
8. Gujarati, D. ., & Porter, D. . (2009). Basic Econometrics (5th ed.). McGraw-Hill Education.
9. Hanifah, H. N., & Halomoan, Y. K. (2024). Pengaruh Beban Kerja dan Stres Kerja terhadap Turnover

Intention Karyawan pada PT Grahaindo Kreasi Abadi (Country Wood) Tangerang Selatan. AMANAH : Jurnal Ilmiah Ilmu Manajemen, 2(2), 177–185. https://doi.org/10.70451/amanah.v2i2.163
10. Hausknecht John P., & Trevor Charlie O. (2011). Collective turnover at the group_unit and organizational levels. Journal of Management, 37, 352–388.
11. Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. Journal of Applied Psychology, 102(3), 530–545. https://doi.org/10.1037/apl0000103
12. Islam, T., Ahmed, I., & Ahmad, U. N. B. U. (2015). The influence of organizational learning culture and perceived organizational support on employees' affective commitment and turnover intention. Nankai Business Review International, 6(4), 417–431. https://doi.org/10.1108/NBRI-01-2015-0002
13. Jaya, & Widiastini. (2017). Kepuasan Kerja Dan KomitmJaya, & Widiastini. (2017). Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention. Prospek: Jurnal Manajemen Dan Bisnis, 53(9), 1689–1699. https://ejournal.undiksha.ac.id/index.php/Prospek/article/view/31135en Organis. Prospek: Jurnal Manajemen Dan Bisnis, 53(9), 1689–1699.
14. Jiang, N., Zhang, H., Tan, Z., Gong, Y., Tian, M., Wu, Y., Zhang, J., Wang, J., Chen, Z., Wu, J., Lv, C., Zhou, X., Yang, F., & Yin, X. (2022). The Relationship Between Occupational Stress and Turnover Intention Among Emergency Physicians: A Mediation Analysis. Frontiers in Public Health, 10(June), 1–9. https://doi.org/10.3389/fpubh.2022.901251
15. Kim, J. H. (2019). Multicollinearity and misleading statistical results. Korean Journal of Anesthesiology, 72, 558–569. https://doi.org/10.4097/kja.19087
16. Lestari, S. M. (2021). Pengaruh Stres Kerja Terhadap Turnover Intention Dimediasi Oleh Kepuasan Kerja (Studi Pada Karyawan Tetap Bri Kc Tanjung Redeb-Berau). Jurnal Ilmiah Mahasiswa FEB Universitas Brawijaya, 9(1), 1–18.
17. Manuaba, I. B. G. P., & Suwandana, I. G. M. (2022). Pengaruh Stres Kerja Dan Komitmen Organisasional Terhadap Turnover Intention. E-Jurnal Manajemen Universitas Udayana, 11(5), 1049. https://doi.org/10.24843/ejmunud.2022.v11.i05.p10
18. Masood, R. Z. (2024). Strategies for employee retention in high turnover sectors: An empirical investigation. International Journal of Research in Human Resource Management. https://doi.org/10.33545/26633213.2024.v6.i1a.167
19. Nelfiyanti, N., Ernyasih, E., Nugrahani, R. A., Mohamed, N., Setiawan, A., Al-Hafidz, M. A., & Daruki, D. (2025). Analyzing the Impact of Ergonomics, Biodegradability, and Material Science on Consumer Behavior in Food Packaging. International Journal of Automotive and Mechanical Engineering, 22(2), 12344–12358. https://doi.org/10.15282/ijame.22.2.2025.8.0945
20. Orujaliyev, R. (2024). The Effect of Non-Financial Incentives on Employee Engagement and Employee Retention. European Journal of Humanities and Social Sciences. https://doi.org/10.29013/ejhss-24-2-3-10
21. Permadi, I. K. O., & Rasminingsih, N. K. N. (2023). Peran Motivasi Kerja Dalam Memoderasi Hubungan Antara Kepemimpinan Terhadap Semangat Kerja Karyawan. Jurnal Maneksi, 12(4), 738–743. https://doi.org/10.31959/jm.v12i4.1896
22. Putra, A. (2021). Pengaruh Komitmen Organisasi Terhadap Turnover Intention Karyawan Pada Pt. Pekan Perkasa Berlian Motor Pekanbaru. Jambura Economic Education Journal, 3(1), 38–44.
23. Rani, J. (2025). Impact of Organizational Culture on Employee Retention. INTERNATIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT. https://doi.org/10.55041/ijsrem45718
24. Retno, R., Souisa, J., Utomo, R. S. T., & Miftanudin, A. (2023). Analisis Pengaruh Beban Kerja, Stres Kerja Dan Kepuasan Kerja Pada Turnover Intention (Studi Pada Pt. Formosa Bag Indonesia). Jurnal Dinamika Sosial Budaya, 24(2), 773–784. https://doi.org/10.26623/jdsb.v24i2.9031
25. Sathyajothi.M. (2025). A STUDY ON THE INFLUENCE OF EMPLOYEE ENGAGEMENT ON EMPLOYEE RETENTION. International Journal on Science and Technology. https://doi.org/10.71097/ijsat.v16.i2.3970
26. Serhan, C., Nehmeh, N., & Sioufi, I. (2022). Assessing the effect of organisational commitment on turnover intentions amongst Islamic bank employees. ISRA International Journal of Islamic Finance, 14(2), 141–156. https://doi.org/10.1108/IJIF-01-2021-0008
27. Susilo, J., & Satrya, I. G. B. H. (2019). Pengaruh Kepuasan Kerja Terhadap Turnover Intention Yang Dimediasi Oleh Komitmen Organisasional Karyawan Kontrak. E-Jurnal Manajemen Universitas Udayana, 8(6), 3700. https://doi.org/10.24843/ejmunud.2019.v08.i06.p15

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume X Issue XI November 2025

28. Tjendra, I. W., Bisnis, P. M., Manajemen, P. S., Petra, U. K., & Siwalankerto, J. (2019). Terhadap Turnover Intention Pada Karyawan Ufo Elektronika Surabaya. 7.
29. Ummah, M. S. (2019). No 主観的健康感を中心とした在宅高齢者における 健康関連指標に関する共分散構造分析Title. In Sustainability (Switzerland) (Vol. 11, Issue 1).