

Analysis of Factors Influencing the Turnover of Contract Staff in the Tempe District Government, Wajo Regency

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ABSTRACT

This study analyzes factors influencing turnover among honorary employees at Tempe District Government, Wajo Regency, and identifies strategies to reduce turnover. A descriptive qualitative approach was used. Data were collected through observation, semi-structured interviews, and documentation and analyzed using Miles and Huberman's interactive model and SWOT analysis. The findings show that turnover is shaped by the interaction of work motivation, work environment, workload, job satisfaction, and compensation. Career expectations and a familial work climate encourage employees to remain, while excessive workload, inadequate facilities, health problems, and limited compensation strengthen turnover tendencies. The district applies human-centered strategies through additional activity incentives, supportive communication, flexible teamwork, and training opportunities. These strategies help maintain commitment, although improvements in workload management and work facilities remain necessary.

INTRODUCTION

Employee turnover is an important human resource issue because the decision of employees to leave an organization can affect continuity, organizational memory, work distribution, and the quality of public services. In public institutions, the consequences are not limited to internal management. When employees who understand administrative routines leave, organizations may lose practical knowledge and experience that have been accumulated through years of service. The issue becomes more complex for honorary employees because their employment status is often accompanied by uncertainty about income, career progression, and long-term security.

The phenomenon is particularly relevant in district government offices where employees are directly involved in administrative and public service activities. Tempe District Government is a strategic local administrative unit in Wajo Regency. The thesis describes the office as a bridge between district government policies and community needs, with functions covering public administration, community empowerment, public order, and supervision of local facilities. These functions require personnel who are able to maintain continuity and responsiveness in daily operations.

At the time the research was designed, the employees examined were honorary workers. During the research process, however, the employees experienced a transition in status and were appointed as Government Employees with Work Agreements (PPPK). This transition is important because the expectation of obtaining a clearer employment status became one of the strongest reasons for employees to remain in the organization. At the same time, the transition did not automatically eliminate the problems that had previously shaped employees' work experiences.

Turnover intention can emerge from several interconnected sources. The thesis identifies five major factors: work motivation, work environment, workload, job satisfaction, and compensation. These factors should not be interpreted independently. Strong career motivation may encourage an employee to remain, but excessive workload or deteriorating health may eventually overcome that motivation. Similarly, a supportive environment can increase satisfaction, but limited compensation may still encourage employees to consider other opportunities.

The work environment in Tempe District Government contains both supportive and constraining elements. Employees describe the social climate as familial and the communication style of supervisors as relatively relaxed. However, physical facilities remain problematic, including unstable internet connectivity and inadequate operational transportation for field activities. These conditions can create work delays, stress, and physical exhaustion, particularly when employees are required to complete online administrative tasks and field assignments simultaneously.

Workload is another prominent issue. The research findings indicate that the volume of work can exceed employees' physical and psychological capacity. Fatigue may extend beyond the workplace and influence family relationships. In the thesis, one informant explained that repeated complaints about

exhaustion and stress caused family members to encourage the employee to leave. This illustrates that turnover is not merely an organizational decision; it can be shaped by the interaction between work demands, health, and social support.

Job satisfaction presents a more complex pattern. Employees experience satisfaction from interpersonal relationships, recognition, training opportunities, and flexible communication. These non-financial aspects create a sense of being valued and can strengthen organizational attachment. Nevertheless, job satisfaction has limits when employees face serious health problems or prolonged physical demands. Thus, supportive relationships may delay turnover but cannot always prevent it when basic working conditions become unsustainable.

Compensation is similarly ambivalent. Employees perceive a mismatch between the amount of work and the financial return received while they were honorary workers. Yet the expectation of improved status and income through PPPK appointment acted as a retention mechanism. The district also provided additional incentives in connection with external activities, transport, or other work-related responsibilities. These small forms of financial recognition were perceived as meaningful because they communicated appreciation for additional effort.

Although previous studies and theories explain turnover through individual and organizational factors, the empirical contribution of this study lies in examining how those factors interact in a local government context undergoing a transition from honorary employment to PPPK status. The study therefore does not treat turnover as a single-variable problem. Instead, it examines how motivation, environment, workload, satisfaction, and compensation combine to shape employees' decisions to remain or leave, and how organizational strategies can respond to these pressures.

Accordingly, this article aims to analyze the factors influencing turnover among honorary employees in Tempe District Government, Wajo Regency, and to formulate practical strategies for reducing turnover. The study is expected to contribute to public sector human resource management by showing how a human-centered organizational climate can retain employees while also highlighting the need for structural improvements in workload, facilities, compensation, and career development.

LITERATURE REVIEW

Turnover Theory

Turnover refers to an employee's decision or intention to leave an organization. Mobley et al. (1978) explain turnover as a process that can involve thoughts about leaving, searching for alternatives, and eventually deciding to quit. In the thesis, these dimensions are operationalized as thinking of quitting, intention to search, and intention to quit. The framework is useful for this study because employees may display early signs of withdrawal even when they have not yet left the organization.

The public-sector context adds an important dimension. Employees may remain because of service commitment, organizational relationships, or expectations of future employment security, while still experiencing dissatisfaction with workload, compensation, or facilities. The transition from honorary status to PPPK therefore changes the meaning of turnover: employees may be simultaneously more committed because of improved status prospects and more demanding expectations concerning workload, income, and career development.

Two-Factor Theory and Turnover

Herzberg's Two-Factor Theory distinguishes motivator factors from hygiene factors. Motivators such as achievement, recognition, responsibility, and opportunities for development can create satisfaction, whereas hygiene factors such as working conditions, supervision, compensation, and organizational policies can generate dissatisfaction when they are inadequate. The thesis uses this perspective to explain why employees may feel attached to an organization because of interpersonal recognition and career opportunities while simultaneously experiencing dissatisfaction because of workload, facilities, or compensation.

Factors Associated with Turnover

The thesis identifies five factors as the analytical focus: work motivation, work environment, workload, job satisfaction, and compensation. Work motivation represents the internal and external forces that encourage employees to perform and remain committed. Work environment includes physical facilities and social relationships. Workload concerns the balance between task demands and employee capacity. Job satisfaction reflects positive evaluations of work experiences, relationships, and organizational support. Compensation represents financial and non-financial returns received in exchange for employee contributions.

Based on the literature and the empirical context, the article proposes that turnover in the study site is best understood as a cumulative outcome. High motivation may reduce turnover, while excessive workload and inadequate working conditions increase it. Job satisfaction and compensation may either strengthen retention or, when insufficient, accelerate withdrawal. This contextual proposition guides the qualitative analysis rather than functioning as a statistical hypothesis.

Conceptual Framework

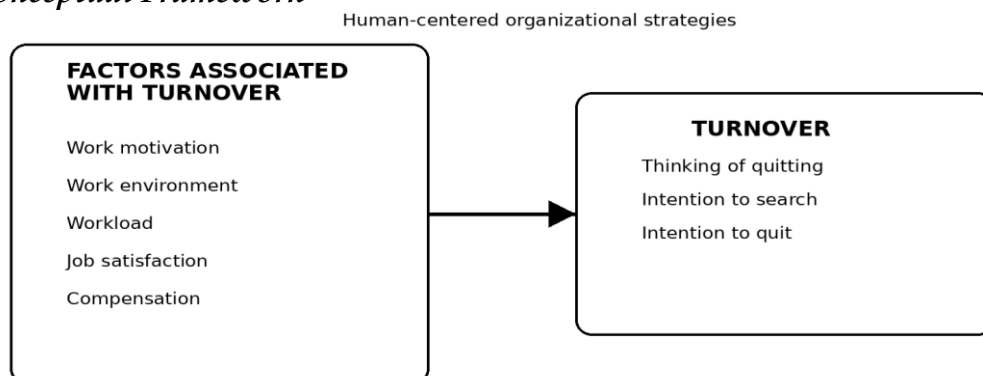


Figure 1. Conceptual framework of the study

METHODOLOGY

This research employed a descriptive qualitative approach. The study was conducted at Tempe District Government, Wajo Regency, South Sulawesi. The location was selected purposively because it is relevant to the phenomenon of employee turnover and the transition from honorary employment to PPPK status.

The focus of the research was the factors influencing turnover and the strategies used to reduce turnover. The sub-focuses covered work motivation, work environment, workload, job satisfaction, compensation, and organizational strategies consisting of improving job satisfaction, providing fair additional compensation, creating a conducive work environment, and providing career development opportunities.

Primary data were obtained from informants through semi-structured in-depth interviews and direct observation. Secondary data consisted of official documents, personnel records, archives, internal policies, and relevant documentation. The researcher served as the main instrument, supported by interview and observation guidelines.

Data were analyzed using the Miles and Huberman model through data reduction, data display, and conclusion drawing and verification. In addition, SWOT analysis was used to formulate strategies for reducing turnover by identifying internal strengths and weaknesses and external opportunities and threats. Data credibility was strengthened through source and technique triangulation and member checking. Field notes were systematically maintained to support dependability and confirmability.

Table 1. Summary of research methodology

Aspect	Description
Approach	Descriptive qualitative
Research site	Tempe District Government, Wajo Regency
Data sources	Interviews, observation, documentation
Main instrument	Researcher as human instrument
Analysis	Miles & Huberman interactive analysis and SWOT
Validity	Source/ technique triangulation and member checking

RESEARCH RESULT

Research Setting and Employment Transition

Tempe District Government is located on Jalan Bau Baharuddin, Bulu Pabbulu Village, Wajo Regency. The office functions as a local administrative bridge between district government policy and community needs. Its organizational structure includes the district head, secretary, and operational sections responsible for government affairs, public order, community empowerment, social welfare, and economic development. The study found that employees who had previously worked as honorary staff were distributed across these operational functions and contributed to both administrative and field services.

An important contextual finding is that the employees under study experienced a status transition during the research process. They moved from honorary employment toward PPPK status. This transition created a dual condition: its increased optimism about employment security while also highlighting the gap between existing work demands and the expectations attached to a more formal employment status. The transition should therefore be viewed as a contextual factor shaping motivation and turnover decisions rather than as a complete solution to turnover problems.

Factors Influencing Turnover

Work Motivation

Work motivation emerged strongly through employees' expectations of career improvement and the possibility of becoming PPPK. Employees who had served for many years viewed the opportunity for a clearer employment status as an important reason to remain. One informant explained that the main motivation for continuing was the desire for a clearer future after a long period of service. This finding indicates that career expectations functioned as a retention mechanism during the period of employment uncertainty.

However, motivation was not unlimited. The research documented an employee who eventually stopped working after health problems became severe. Repeated field assignments, physical demands, and inadequate support contributed to the deterioration of the employee's condition. The case demonstrates that strong career motivation can be overcome when physical and psychological costs become excessive. In other words, motivation can encourage persistence only when minimum working conditions remain sustainable.

Work Environment

The social environment was generally perceived as comfortable because relationships among employees were familial and supervisors used relatively informal communication. Employees valued being able to communicate with superiors without excessive rigidity. This interpersonal climate created psychological comfort and strengthened attachment to the workplace.

The physical work environment, however, presented serious constraints. Unstable internet connectivity interfered with online administrative work and caused tasks to accumulate. In field activities, inadequate operational transportation required some employees to use personal vehicles. The findings indicate that a positive social environment cannot fully compensate for inadequate physical infrastructure. When technical obstacles repeatedly increase work pressure, they can become a source of stress and contribute to turnover intentions.

Workload

Workload was one of the most prominent factors associated with turnover. Informants described the volume of work as sometimes exceeding their capacity, producing fatigue and stress. The effect was not confined to working hours; employees carried exhaustion and stress into their homes, where family members could perceive the negative impact and encourage them to leave. This finding shows that workload becomes a turnover factor when it disrupts the boundary between work and personal life.

The research also identified a connection between workload and health. Some employees experienced declining health after prolonged physical and administrative demands. This reinforces the view of Sedarmayanti (2009) and Tarwaka (2004) that workload becomes problematic when task demands are not balanced with individual capacity. In the Tempe context, workload was intensified by limited facilities and field requirements, making it a central factor in the decision to leave.

Job Satisfaction

Job satisfaction was strengthened by interpersonal relationships, recognition, participation in meetings, and opportunities for training. Employees reported feeling valued when supervisors involved them in development activities and provided guidance for new systems. Additional incentives associated with participation in certain activities also reinforced the sense that their contributions were recognized.

Nevertheless, satisfaction had limits. In the case of an employee whose health deteriorated, career development opportunities could not prevent the decision to stop working. This finding suggests that job satisfaction operates as a buffer rather than an absolute protection against turnover. Positive relationships and recognition can delay withdrawal, but they cannot fully offset serious health risks or persistently excessive workloads.

Compensation

Compensation emerged as a fundamental factor because employees perceived an imbalance between workload and financial returns during their honorary status. Nevertheless, the expectation of future improvement through PPPK appointment acted as a strong retention factor. Employees were willing to tolerate limited income for a period because they anticipated greater employment and income security.

The institution also used additional activity-related incentives, such as allowances or transport support, as a practical strategy to reduce the gap between workload and basic compensation. These incentives were valued not only for their monetary value but also because they signaled recognition of employee contributions. However, the findings indicate that compensation becomes especially critical when employees face health-related costs or when workload remains high. Thus, financial recognition should be linked with workload and welfare management.

Table 2. Synthesis of factors influencing turnover

Factor	Main finding	Turnover implication
Work motivation	Career expectations and PPPK prospects encourage employees to stay	Strong retention factor, but vulnerable when health deteriorates
Work environment	Familial relations support comfort; facilities and internet are inadequate	Social climate reduces turnover, physical constraints increase it
Workload	High task volume creates fatigue, stress, and health problems	Major turnover driver

Job satisfaction	Recognition, communication, teamwork, and training improve satisfaction	Protective factor, but insufficient against severe health strain
Compensation	Income perceived as insufficient relative to workload; additional incentives help	Can trigger turnover when financial and health pressures accumulate

Strategies to Reduce Turnover

Improving Job Satisfaction

The first strategy is to maintain a work climate based on fairness, mutual assistance, and open communication. Employees described flexible task sharing and relaxed supervisor communication as important sources of comfort. When employees feel that workload is distributed fairly and that supervisors are approachable, heavy tasks become psychologically easier to manage. This strategy is relatively low-cost but has strong relational value.

Providing Fair Additional Compensation

The district responds to compensation limitations by providing additional allowances connected to external activities, socialization, transport, or other work assignments. The value of this strategy lies not only in increasing income but also in recognizing additional effort. The strategy should, however, remain transparent and linked to actual responsibilities to maintain perceptions of fairness.

Creating a Conducive Work Environment

A supportive environment is maintained through teamwork, empathy, and flexible arrangements when employees experience illness or urgent personal circumstances. Supervisors may temporarily redistribute work and allow colleagues to provide backup. This creates a sense that the organization protects employees rather than treating them solely as task performers. The strategy is particularly important for preventing stress from escalating into withdrawal.

Providing Career Development Opportunities

Training, socialization, and technical development are used to strengthen employees' competence and provide a sense of future career opportunity. Informants reported that access to training was meaningful even before their employment status became clearer. Career development therefore functions as both a human resource investment and a retention mechanism because employees perceive that the organization is willing to invest in their future.

SWOT Synthesis of Turnover-Reduction Strategies

Table 3. SWOT summary

Dimension	Findings
Strengths	Familial work culture, approachable leadership, teamwork, additional activity incentives, access to training
Weaknesses	Inadequate facilities, unstable internet, high workload, limited basic compensation, field transportation constraints
Opportunities	PPPK status transition, employee development programs,

	improved digital administration, stronger institutional HR planning
Threats	Health deterioration, family pressure to leave, alternative employment opportunities, continued workload imbalance

DISCUSSION

The findings show that turnover in Tempe District Government is not adequately explained by compensation alone. Although employees expressed concerns about income, their decisions were also strongly influenced by interpersonal relationships, career expectations, workload, health, and working conditions. This pattern is consistent with Mobley et al.'s (1978) view that turnover develops through a process rather than a single event. Employees may think about leaving, consider alternatives, and only later decide to quit when the accumulation of pressures becomes difficult to tolerate.

The role of career expectations is particularly significant in the context of the transition from honorary employment to PPPK. The expectation of a clearer employment future encouraged employees to remain despite limitations in compensation and facilities. This finding expands the interpretation of motivation in the public sector: motivation is not only an internal desire to perform but also a response to perceived future security. Where the organization can provide credible career pathways, employees may tolerate short-term disadvantages because they see a longer-term benefit.

At the same time, the research demonstrates that motivation has a threshold. The case of health deterioration shows that organizational commitment cannot be separated from employee welfare. When workload and field demands exceed physical capacity, even strong career expectations can lose their power. From a management perspective, this means retention policies should not rely solely on motivational appeals or promises of future status. They must also reduce the conditions that make continued employment physically unsustainable.

The findings concerning the work environment support Herzberg's distinction between motivators and hygiene conditions. Recognition, supportive communication, and development opportunities operate as positive experiences that strengthen satisfaction. Conversely, inadequate internet connectivity, limited transportation, and other physical constraints create dissatisfaction and stress. The coexistence of a warm social climate with inadequate facilities explains why employees can describe their workplace as comfortable while simultaneously considering the possibility of leaving.

Workload emerges as the strongest structural pressure in the findings. Sedarmayanti (2009) and Tarwaka (2004) conceptualize workload as the relationship between task demands and individual capacity. In Tempe, the imbalance becomes visible through fatigue, stress, health problems, and family concerns. This suggests that workload should be managed not only through task redistribution but also through staffing, digital infrastructure, field transportation, and realistic scheduling.

The job satisfaction findings illustrate the importance of relational management in public organizations. Employees respond positively when supervisors communicate informally, listen to staff, distribute tasks fairly, and support training. This is consistent with the thesis conclusion that human relationships and non-formal appreciation are central to employee loyalty. Such practices can be understood as social resources that compensate partially for the limitations of formal employment arrangements.

Compensation nevertheless remains important. The employees' perception that income was not proportional to workload indicates a potential source of dissatisfaction. The additional incentives provided for particular activities were interpreted as meaningful because they linked extra effort with concrete recognition. However, compensation strategies should be designed carefully because informal incentives cannot permanently replace adequate basic remuneration. In the long term, institutional human resource planning should seek greater alignment between responsibilities, workload, welfare, and compensation.

The four strategies identified by the study –improving job satisfaction, providing fair additional compensation, creating a conducive work environment, and providing career development—are mutually reinforcing. A salary increase without workload reform may not solve health-related turnover. Training without adequate facilities may improve competence while leaving the underlying stressor untouched. Conversely, a supportive climate combined with fair incentives, reasonable workload, and career development can create a more sustainable retention system.

The study also highlights a distinction between avoidable and unavoidable turnover. The thesis cites internal organizational conditions such as dissatisfaction, workload, compensation, and work environment as areas where turnover can potentially be reduced. In contrast, some turnover may arise from circumstances beyond organizational control, such as severe illness. Management should therefore distinguish cases that require organizational intervention from those that require compassionate welfare responses.

The transition to PPPK status adds a further management implication. Formalizing employment status can improve security, but it should be accompanied by an assessment of workload, job design, facilities, and expectations. Employees who move into a more formal employment arrangement may experience stronger demands and accountability. Without corresponding organizational support, the same factors that affected honorary employees can continue to affect retention even after status changes.

Overall, the study suggests that the most effective turnover strategy in a local government setting is not a single intervention but a human-centered system. The organization should preserve the relational strengths already present while correcting structural weaknesses. This approach recognizes employees simultaneously as public servants, organizational members, and individuals with physical, psychological, financial, and family needs.

CONCLUSIONS AND RECOMMENDATIONS

Turnover among honorary employees in Tempe District Government is shaped by the interaction of work motivation, work environment, workload, job satisfaction, and compensation. Career expectations and the possibility of PPPK appointment encourage employees to remain, while excessive workload, inadequate facilities, health deterioration, and compensation limitations increase the tendency to leave.

The strongest protective factors are the familial work culture, approachable leadership, teamwork, recognition, and access to training. The strongest pressures are workload, physical and digital facility limitations, and the mismatch between workload and compensation. The findings therefore confirm that turnover is a multidimensional organizational issue rather than a single compensation problem.

The district's existing strategies are predominantly human-centered: maintaining good interpersonal relationships, providing additional activity-related incentives, creating flexible teamwork, and opening opportunities for training and development. These strategies are useful for maintaining commitment, but they should be complemented by structural improvements.

The study recommends that Tempe District Government strengthen workload planning, improve internet and field transportation facilities, maintain transparent additional incentives, institutionalize employee development opportunities, and establish regular mechanisms for monitoring employee welfare and turnover risk. The organization should also maintain the informal communication and familial culture that employee's value while integrating these practices into a more systematic human resource management framework.

ADVANCED RESEARCH

The study is limited to one district government office and focuses on qualitative accounts of employees who experienced the transition from honorary status to PPPK. Future research should compare several government offices, include a larger range of employee categories, and examine turnover using mixed methods. Quantitative research could test the relative contribution of motivation, workload, job satisfaction, compensation, and work environment, while longitudinal studies could examine whether the transition to PPPK changes turnover intention over time.

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