
Strategies for Preventing Civil Servant Turnover: A Case Study of the Ministry of Immigration and Corrections of the Republic of Indonesia

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Abstract:

Employee turnover is one of the human resource management issues that can affect organizational effectiveness and the sustainability of performance in government institutions. High employee mobility can lead to the loss of potential human resources, decreased productivity, and disruptions in the implementation of organizational tasks. This study aims to analyze the factors causing turnover among civil servants within the Ministry of Immigration and Corrections of the Republic of Indonesia and the strategies for its prevention using the turnover theory proposed by Stephen P. Robbins and Timothy A. Judge, as well as Michael Armstrong's Strategic Human Resource Management (SHRM) theory. This study employed a qualitative approach with a descriptive method. Data were collected through interviews, observations, and documentation and were subsequently analyzed using the Miles and Huberman model, which includes data reduction, data display, and conclusion drawing. The findings indicate that the factors contributing to employee turnover consist of external factors and labor market conditions at 50%, individual factors and job attitudes at 44.74%, and non-work factors at 5.26%. Based on the theory of Stephen P. Robbins and Timothy A. Judge, these factors are associated with opportunities and/or offers from other institutions, job dissatisfaction due to limited career and competency development, as well as workplace location and family conditions. Meanwhile, Michael Armstrong's Strategic Human Resource Management perspective highlights the importance of integrating organizational strategies with human resource management practices. The recommended prevention strategies include strengthening career pathways, enhancing competency development, optimizing talent management, and improving job satisfaction in order to increase employee retention.

Keywords: *Turnover, Strategic Human Resource Management, Retention*

1. Introduction

Human resources are strategic assets in public sector organizations. Civil Servants (Pegawai Negeri Sipil/PNS), as part of the State Civil Apparatus (Aparatur Sipil Negara/ASN), play a crucial role in government administration, public service

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delivery, and national development. Therefore, retaining professional and committed employees has become one of the primary priorities in public human resource management (Rizky & Sutanto, 2023). Although the formal turnover rate among civil servants is relatively low due to the permanent nature of the civil service system, turnover intention remains a critical issue because it reflects underlying job dissatisfaction and declining organizational commitment (Hom et al., 2019; Widodo & Setiawan, 2023).

This phenomenon is clearly demonstrated by the growing number of Civil Servant Candidates (Calon Pegawai Negeri Sipil—CPNS) who withdraw after being officially declared successful in the recruitment process. According to State Civil Service Agency (Badan Kepegawaian Negara—BKN) Press Release No. 020/RILIS/BKN/IV/2025 dated 23 April 2025, a total of 1,967 out of 16,167 candidates who passed through the formation optimization scheme withdrew their acceptance. This indicates shifting career preferences among prospective civil servants, where non-financial factors such as work placement, career advancement opportunities, and organizational environment increasingly influence decisions to remain in public service (Sari & Hidayat, 2025; Ariandhy & Febriana, 2023). This early departure—known as *infant attrition*—is often driven by misalignment between pre-employment expectations and actual working conditions, as well as insufficient support for new employees during the adaptation period (Sari & Hidayat, 2025).

From a regulatory perspective, State Civil Apparatus management is governed by Law No. 20 of 2023 on the State Civil Apparatus, which mandates the merit system to ensure professionalism, competence, and sustainable career development. In practice, however, government institutions continue to face challenges related to employees' intention to transfer between agencies or leave their organizations, signalling a need for more evidence-based and targeted retention strategies (Ministry of State Apparatus Utilization and Bureaucratic Reform [KemenPAN-RB], 2024; Aziz & Susanto, 2024). This challenge is particularly pronounced in high-demand, high-risk agencies such as security and border control institutions, where working conditions often involve high pressure, strict discipline, and significant occupational hazards (Chen & Wang, 2022; Mangundap & Silalahi, 2025).

This trend is also observed within the Ministry of Immigration and Corrections—established in 2024 following the restructuring of the former Ministry of Law and Human Rights—which currently employs approximately 64,537 personnel across Indonesia. According to data from the Bureau of Human Resources, Organization, and Administrative Affairs of the Secretariat General of the Ministry of Immigration and Corrections, between 2025 and June 2026, 38 civil servants submitted applications for inter-agency transfers: 23 from Correctional Technical Implementation Units (60.53%), 10 from the Central Office (26.32%), and 5 from Immigration Technical Implementation Units (13.15%). While this figure appears small relative to the total workforce, it confirms the existence of measurable turnover intention that requires urgent attention, especially given the specialized competencies, high workload, and unique risks associated with correctional and immigration duties (Directorate General

of Immigration, 2025; Directorate General of Corrections, 2025; Lambert & Hogan, 2023).

Existing research confirms that turnover intention among public sector employees is shaped by multiple interrelated factors, including leadership style, organizational culture, work–life balance, public service motivation, and human resource management practices (Kurniawan & Sari, 2023; Budianto & Wibowo, 2023; Moynihan & Pandey, 2022; Giauque & Andriani, 2026; Pertiwi & Wijaya, 2024; Supriyanto & Nugroho, 2024). Nevertheless, most prior studies focus on general public institutions or the private sector; comprehensive research specifically analysing turnover prevention strategies tailored to the Ministry of Immigration and Corrections in its post-restructuring form remains extremely limited (Handayani & Prasetyo, 2024; Nagarathanam & Venkitasamy, 2023). This constitutes the research gap that motivates this study: there is currently no framework that integrates established retention theories with the Ministry’s distinct operational context, dual mandate, and workforce characteristics.

This research carries significant urgency and novelty: first, it is the first study to specifically examine turnover prevention strategies for the Ministry of Immigration and Corrections following its institutional separation; second, it combines official internal data with the latest global and national findings on public sector retention in high-risk settings; and third, it produces actionable recommendations designed to strengthen workforce stability and support the Ministry’s core service delivery mandate.

Accordingly, the objective of this study is to identify the key determinants of civil servant turnover intention within the Ministry of Immigration and Corrections, and to formulate effective, sustainable strategies for turnover prevention. The findings will contribute to the broader literature on public sector human resource management, while providing a robust evidence base for developing improved civil servant retention policies for this Ministry and comparable public institutions.

2. Methodology

This study employed a qualitative descriptive approach with a case study design to analyse civil servant turnover prevention strategies at the Ministry of Immigration and Corrections of the Republic of Indonesia. This approach was selected because it enables a holistic, context-specific, and in-depth exploration of the complex dynamics of turnover intention, underlying causes, and existing retention practices, which is particularly suitable for examining organisational phenomena within newly restructured public institutions. The research was conducted between May and June 2026 at the Ministry’s Central Secretariat, as well as the regional offices and technical units of the Directorate General of Immigration and the Directorate General of Corrections located in the Special Capital Region of Jakarta. Informants were selected using purposive sampling, targeting individuals with direct knowledge, authority, or

practical experience in human resource management and employee turnover issues; the final number of informants was determined based on the principle of data saturation, where data collection ceased when no new relevant themes or information emerged. The study utilised both primary and secondary data collected through three complementary methods: in-depth semi-structured interviews, non-participant observation, and systematic review of official documents such as regulations, workforce reports, and internal policy guidelines. All data were analysed using the interactive model of Miles, Huberman, and Saldana, which comprises four concurrent stages: data condensation, data display, conclusion drawing, and verification. To ensure the trustworthiness, credibility, and validity of the findings, data triangulation was consistently applied throughout the analysis process by cross-checking information from different informants, sources, and collection methods.

3. Empirical Findings/Result

Factors Contributing to Turnover

a. External Factors and Labor Market Conditions

The findings indicate that external factors, particularly employment opportunities and job offers from other government agencies, are among the primary drivers of employee turnover. This suggests that employees' decisions to leave are influenced not only by internal organizational conditions but also by the attractiveness of external opportunities perceived to offer greater benefits.

Based on the interview results, several participants reported that their decision to transfer was motivated by opportunities for clearer career advancement, professional development, more suitable work environments, better promotion prospects, and improved welfare in other institutions. In addition, government restructuring and organizational reforms have created new employment opportunities that are considered more attractive to employees.

These findings are consistent with the concept of Labor Market Conditions proposed by Stephen P. Robbins and Timothy A. Judge, which states that labor market conditions significantly influence employee turnover. When employees perceive that more attractive employment alternatives are available, their likelihood of leaving the organization increases. Conversely, when external job opportunities are limited, turnover tends to decline.

From the perspective of turnover theory, this finding is also related to perceived alternative employment opportunities, referring to employees' perceptions regarding the availability of more desirable jobs elsewhere. When employees believe they have better career opportunities in other organizations, their intention to remain with their current employer decreases. This indicates that turnover is not always driven by dissatisfaction with the current organization but may also result from the perceived attractiveness of alternative employment opportunities.

Within the public sector, particularly following the restructuring or separation of ministries and government agencies, the establishment of new organizational units has increased employee mobility. Civil servants are more likely to consider transferring when destination institutions offer faster career progression, greater opportunities for competency development, more suitable job assignments, or more favorable work locations.

From the perspective of Strategic Human Resource Management (SHRM) as proposed by Michael Armstrong, these findings suggest that organizations should develop retention strategies that address not only internal organizational factors but also the dynamics of the external labor market. Such strategies should strengthen the organization's employee value proposition through career development programs, talent management, competency enhancement, competitive reward systems, and clear career planning. By doing so, employees are more likely to perceive their current organization as offering value that is competitive with alternative employment opportunities.

Overall, the findings demonstrate that employment opportunities and job offers from other institutions constitute significant drivers of employee turnover because employees tend to make rational evaluations of the benefits and opportunities available to them. The greater the perceived advantages offered by other organizations, the higher the likelihood that employees will decide to leave. Therefore, organizations should proactively anticipate these external influences by implementing long-term employee retention strategies.

b. Individual Factors and Job Attitudes

The findings indicate that individual factors and job attitudes, particularly dissatisfaction with career development and competency enhancement opportunities, are among the factors influencing employee turnover. This suggests that employees perceive their needs for professional growth, skill development, and career advancement as not being fully accommodated by the organization.

Based on the interview findings, several participants reported that limited access to education and training, unclear career pathways, restricted promotion opportunities, and inadequate competency development programs contributed to job dissatisfaction. These conditions created the perception that the organization had not provided sufficient opportunities for employees to develop their potential and achieve their career aspirations.

These findings are consistent with the concept of Job Attitudes proposed by Stephen P. Robbins and Timothy A. Judge, which emphasizes that employees' job attitudes such as job satisfaction, organizational commitment, and job involvement are closely associated with turnover decisions. When employees are dissatisfied with important aspects of their work, particularly opportunities for career advancement and

professional development, their organizational commitment declines, thereby increasing their intention to leave.

This condition can also be explained by Equity Theory, which suggests that individuals compare their contributions with the rewards and opportunities they receive. Employees who demonstrate high performance or possess strong competencies may perceive that they are not receiving development opportunities proportional to their contributions. Such perceived inequity may generate feelings of unfairness and reduce job satisfaction.

Within the public sector, this situation may arise when competency development opportunities are perceived to be available only to certain groups of employees, when access to training is limited, or when career development is not managed systematically. Consequently, employees may perceive limited future career prospects within the organization and become more inclined to seek opportunities in other institutions.

From the perspective of Strategic Human Resource Management (SHRM) as proposed by Michael Armstrong, these findings highlight the importance of implementing integrated human resource development strategies that align with organizational objectives. Organizations should establish comprehensive talent management systems, structured career planning, continuous competency development, and capacity-building programs to support employees' long-term career growth.

Overall, the findings demonstrate that dissatisfaction with career development and competency enhancement not only influences employees' job attitudes but also shapes their perceptions of future career prospects within the organization. The greater the dissatisfaction with development opportunities, the stronger the intention to leave the organization. Therefore, organizations should develop transparent, equitable, and sustainable career development and competency enhancement systems to improve job satisfaction and strengthen employee retention.

c. Non-Work Factors

The findings indicate that non-work factors, particularly employees' residential location and family circumstances, also contribute to employee turnover. Although these factors are not directly related to the job or the organization, they significantly influence employees' decisions to remain with or leave the organization. This suggests that turnover decisions are shaped not only by work-related factors but also by employees' personal and social needs.

Based on the interview results, several participants reported that living far from their workplace created various challenges, including high commuting costs, physical fatigue due to extensive travel, reduced time with family, and difficulties in fulfilling family responsibilities. In addition, some employees sought transfers to accompany

their spouses, care for their children or parents, or address other family-related obligations.

These findings are consistent with the concept of Non-Work Factors proposed by Stephen P. Robbins and Timothy A. Judge, which states that factors outside the workplace such as family conditions, economic circumstances, and residential location can significantly influence employees' work behavior and turnover decisions. Individuals do not completely separate their professional and personal lives, as the two domains are closely interconnected.

This phenomenon can also be explained through the concept of Work–Life Balance, which emphasizes the importance of maintaining a balance between work responsibilities and personal life. When employees experience difficulties in balancing work demands with family responsibilities, they may experience psychological strain, stress, and lower job satisfaction, ultimately increasing their likelihood of leaving the organization.

Within the public sector, this situation commonly affects employees who are assigned to workplaces located far from their hometowns or families. While placement decisions are often based on organizational needs, they may not always align with employees' personal circumstances. Over time, this mismatch can encourage employees to seek transfers to institutions located closer to their families or places of residence.

From the perspective of Strategic Human Resource Management (SHRM) proposed by Michael Armstrong, organizations should adopt human resource management strategies that balance organizational objectives with employees' individual needs. SHRM emphasizes that employees are strategic assets whose management should include not only organizational performance but also employee well-being and personal welfare.

Overall, the findings demonstrate that residential location and family circumstances are important drivers of employee turnover because they directly affect employees' quality of life and overall well-being. The greater the burden associated with commuting distance or family responsibilities, the greater the likelihood that employees will decide to leave the organization. Therefore, organizations should incorporate non-work considerations into employee retention policies to help employees maintain a healthy balance between their professional and family lives.

Turnover Prevention Strategies

a. Addressing External Factors: Employment Opportunities and Job Offers from Other Institutions

To address employee turnover resulting from perceptions that other institutions offer faster career advancement, broader competency development opportunities, clearer career paths, more suitable work environments, or other attractive benefits,

organizations can implement the following Strategic Human Resource Management (SHRM) strategies:

1. Talent Management Strategy
 - a) Conduct talent mapping to identify high-potential employees.
 - b) Develop a talent pool for high-performing employees.
 - c) Implement accelerated career development programs for talented employees.
 - d) Establish clear career pathways.
 - e) Prepare successors for strategic positions through training and coaching.
Example of implementation: High-performing employees within the Ministry of Immigration and Corrections are prioritized for leadership training, advanced education, and competency development programs as preparation for future promotions.
2. Human Capital Management Strategy
 - a) Develop regular competency enhancement programs.
 - b) Provide education and training aligned with job requirements.
 - c) Offer opportunities for job rotation and job enrichment.
 - d) Align competency development initiatives with organizational needs.
Example of implementation: Employees are encouraged to participate in technical training, professional certification programs, and digital public service training, enabling them to pursue professional growth without transferring to another institution.
3. Employee Engagement Strategy
 - a) Involve employees in organizational decision-making.
 - b) Recognize and reward outstanding performance.
 - c) Establish regular communication between leaders and employees.
 - d) Conduct periodic employee satisfaction surveys.
Example of implementation: Organizational leaders hold monthly discussion forums to gather employees' perspectives regarding career development and workplace needs.
4. Reward Strategy
 - a) Implement performance-based reward systems.
 - b) Provide non-financial recognition, such as awards and public appreciation.
 - c) Offer opportunities for advanced education and professional development.
Example of implementation: High-performing employees receive priority for international training programs, employee excellence awards, and promotion opportunities.
5. Retention Strategy
 - a) Identify employees with a high risk of leaving the organization.
 - b) Conduct *stay interviews* to understand why employees choose to remain or consider leaving.
 - c) Develop Individual Development Plans (IDPs).
 - d) Provide flexible placement arrangements based on organizational needs.

Example of implementation: When high-potential employees begin expressing intentions to transfer, organizational leaders conduct career development discussions and offer strategic assignments to encourage retention.

Based on the findings, employment opportunities and job offers from other institutions encourage employees to compare the benefits provided by their current organization with those available elsewhere. Therefore, the most appropriate strategy is not to restrict employee mobility but to strengthen the organization's employee value proposition. Through the integrated implementation of Strategic Human Resource Management (SHRM), organizations can reinforce employees' perceptions that career advancement, competency development, and long-term professional opportunities are also available within their current institution, thereby reducing turnover intentions.

b. Individual Factors and Job Attitudes: Dissatisfaction with Career Development and Competency Enhancement

To address employees' dissatisfaction arising from limited career development opportunities, restricted access to training, unclear career pathways, limited promotion opportunities, and unequal competency development, organizations can implement the following Strategic Human Resource Management (SHRM) strategies:

1. Talent Management Strategy
 - a) Conduct talent mapping to identify employees' potential and competencies.
 - b) Establish a talent pool for high-performing employees.
 - c) Develop clear career pathways for each position.
 - d) Implement succession planning programs.

Example of implementation: The Ministry identifies employees with outstanding performance appraisal results and strong competencies to participate in leadership training programs and prepares them for future strategic positions.

Expected outcome: Employees gain a clear understanding of their future career prospects, thereby reducing feelings of career stagnation.

2. Human Capital Management Strategy
 - a) Design competency-based training programs aligned with job requirements.
 - b) Provide opportunities for both formal and informal education.
 - c) Offer professional competency certification programs.
 - d) Implement job rotation and job enrichment initiatives.

Example of implementation: Employees in immigration and correctional services participate in information technology training, digital public service programs, and public policy management courses to enhance their professional competencies.

Expected outcome: Employees perceive that the organization is investing in their professional growth and long-term development.

3. Learning and Development Strategy
 - a) Develop a transparent annual training calendar.

- b) Ensure equal access to training opportunities for all employees.
- c) Provide coaching and mentoring programs.
- d) Promote digital learning platforms.

Example of implementation: Each employee receives a minimum number of annual training hours based on the competency requirements of their position.

Expected outcome: Employees have equitable access to continuous learning and competency development opportunities.

4. Employee Engagement Strategy

- a) Conduct regular career development discussions.
- b) Provide career counseling services.
- c) Carry out periodic employee satisfaction surveys.
- d) Strengthen communication between supervisors and employees.

Example of implementation: Supervisors hold semiannual meetings with employees to discuss career development goals and professional growth plans.

Expected outcome: Employees feel valued, supported, and more engaged with the organization.

5. Retention Strategy

- a) Identify employees at high risk of turnover.
- b) Develop Individual Development Plans (IDPs).
- c) Establish individual competency development targets.
- d) Conduct *stay interviews*.

Example of implementation: High-potential employees are assigned strategic responsibilities, provided with mentoring, and enrolled in specialized career development programs.

Expected outcome: Employees recognize opportunities for career growth within the organization without seeking employment elsewhere.

Based on the findings, dissatisfaction with career development and competency enhancement reflects a gap between employees' expectations and organizational policies. Employees seek not only financial rewards but also meaningful opportunities for professional growth and clear career progression. From the perspective of Strategic Human Resource Management (SHRM), employee development should be regarded as a long-term investment. Through the integrated implementation of talent management, competency development, and employee retention strategies, organizations can enhance job satisfaction while reducing employees' intentions to leave.

c. Non-Work Factors: Residential Location and Family Circumstances

To address employees' difficulties in balancing work responsibilities with personal and family needs due to distant work locations or family obligations—such as accompanying spouses, raising children, or caring for elderly parents—organizations can implement the following Strategic Human Resource Management (SHRM) strategies:

1. Employee Well-being Strategy

- a) Develop employee well-being support programs.

- b) Provide counseling and psychological support services.
- c) Offer assistance to meet employees' family-related needs.
- d) Monitor employees' overall well-being on a regular basis.

Example of implementation: The organization provides counseling services and adjustment support programs for employees assigned to locations far from their families.

Expected outcome: Employees experience improved well-being and reduced psychological stress.

2. Retention Strategy

- a) Identify employees at high risk of turnover.
- b) Conduct *stay interviews* to understand employees' needs and concerns.
- c) Develop retention policies that consider employees' personal circumstances.
- d) Provide alternative assignments where appropriate.

Example of implementation: Managers discuss possible alternatives with employees requesting transfers, such as task redistribution or reassignment to a closer work unit, provided organizational needs allow.

Expected outcome: Employees perceive that the organization understands and values their personal circumstances.

3. Human Resource Planning Strategy

- a) Consider employees' residential locations in workforce planning.
- b) Balance organizational requirements with employees' personal conditions.
- c) Develop more systematic rotation and transfer policies.
- d) Establish a comprehensive employee placement database.

Example of implementation: During transfer or workforce redistribution processes, the organization considers employees' domicile and family circumstances while maintaining organizational effectiveness.

Expected outcome: Better alignment between workplace assignments and employees' personal situations.

4. Employee Engagement Strategy

- a) Strengthen communication between managers and employees.
- b) Encourage employees to discuss personal challenges openly.
- c) Conduct employee satisfaction and needs assessments.
- d) Foster a supportive organizational culture.

Example of implementation: Managers hold regular meetings with employees to discuss challenges related to family responsibilities or workplace assignments.

Expected outcome: Employees develop stronger organizational attachment and a greater sense of belonging.

5. Work-Life Balance Strategy

- a) Develop policies that promote work-life balance.
- b) Implement flexible work arrangements where permitted by applicable regulations.
- c) Optimize leave policies and family support initiatives.

d) Reduce excessive workloads.

Example of implementation: The organization may implement flexible work arrangements for certain administrative functions, in accordance with prevailing regulations, or establish more adaptive work schedules.

Expected outcome: Employees are better able to balance their professional responsibilities with their family and personal lives.

Based on the findings, residential location and family circumstances demonstrate that turnover decisions are influenced not only by organizational factors but also by employees' personal and social needs. Employees increasingly consider quality of life, family proximity, and work–life balance when making career decisions. From the perspective of Strategic Human Resource Management (SHRM), organizations should develop human resource management strategies that extend beyond performance enhancement to include employee well-being and personal needs. Such an approach can reduce turnover intentions while strengthening employee retention and organizational commitment.

Discussion

Overall Analysis of the Research Findings

The findings reveal that civil servant turnover at the Ministry of Immigration and Corrections stems not from a single factor, but from the complex interaction of individual, organisational, external labour market, and personal non-work conditions, consistent with broader evidence on public sector turnover dynamics (Hom et al., 2019; Widodo & Setiawan, 2023). Three core sets of determinants were identified as shaping employees' decisions to transfer or leave: individual attitudes and professional needs, external employment opportunities, and family or locational circumstances.

First, regarding individual factors and job attitudes, the most prominent concern expressed by informants is insufficient opportunities for career progression and competency development. Many staff report that training pathways, promotion criteria, and role advancement do not align with their professional aspirations, creating uncertainty about long-term growth within the Ministry (Ariandhy & Febriana, 2023; Mangundap & Silalahi, 2025). This gap directly reduces job satisfaction and weakens affective commitment to the organisation, which are well-documented as strong predictors of turnover intention across public agencies (Hur & Abner, 2024; Moynihan & Pandey, 2022). This pattern is also observed among new entrants, where unmet expectations about development contribute to early departure or *infant attrition*—a trend increasingly seen across the Indonesian civil service (Sari & Hidayat, 2025). Specific to this Ministry, correctional and immigration personnel often possess specialised technical skills, yet report limited opportunities to deepen or apply these competencies in ways that advance their careers (Direktorat Jenderal Imigrasi, 2025; Direktorat Jenderal Pemasarakatan, 2025; Lambert & Hogan, 2023). These findings align with job attitude theory, which posits that unmet growth needs

drive dissatisfaction and push employees to seek alternative roles (Robbins & Judge, 2017).

Second, external labour market conditions significantly amplify turnover risk. Informants consistently noted that other government bodies, state-owned enterprises, and international organisations frequently offer clearer career paths, more attractive remuneration, or less restrictive working environments—making these opportunities highly compelling (Aziz & Susanto, 2024; Chen & Wang, 2022). Turnover decisions are rarely purely reactive to internal shortcomings; they also reflect the relative attractiveness of alternative options, consistent with mobility frameworks which hold that greater availability of suitable alternatives substantially increases the likelihood of voluntary departure (Robbins & Judge, 2017). This is particularly relevant for high-skill roles in security and border management, where demand for specialised expertise is rising across the public sector (Nagarathanam & Venkitasamy, 2023).

Third, non-work and personal factors play a decisive role in final decisions, even when employees remain satisfied with their work. Long commutes to regional or remote units, spousal relocation, childcare responsibilities, and care for elderly family members create persistent conflict between work demands and personal life (Budianto & Wibowo, 2023; Supriyanto & Nugroho, 2024). The Ministry's operational scope—with postings across the archipelago and high-intensity frontline duties—often compounds these pressures, reducing overall well-being and prompting staff to seek positions closer to home or with more flexible arrangements (Pertiwi & Wijaya, 2024). These findings confirm that retention strategies must extend beyond workplace improvements to acknowledge and support employees' life circumstances (KemenPAN-RB, 2024).

From a strategic human resource management perspective, these findings indicate that ad-hoc adjustments will be insufficient; instead, turnover prevention requires an integrated, long-term approach that treats people as core strategic assets (Armstrong, 2021; Giauque & Andriani, 2026). Drawing on the results and existing best practices, five interrelated strategies are proposed for the Ministry:

1. Talent management: Develop transparent career pathways, conduct systematic talent mapping, and implement structured succession planning to clarify future prospects for all roles (Handayani & Prasetyo, 2024; Kurniawan & Sari, 2023).
2. Competency development: Design continuous training and upskilling programmes tailored to the unique technical and leadership needs of immigration and correctional functions (Direktorat Jenderal Pemasyarakatan, 2025; Mangundap & Silalahi, 2025).
3. Employee engagement: Strengthen two-way communication, involve staff in policy and operational decisions, and reinforce organisational values alongside public service motivation (Moynihan & Pandey, 2022; Rizky & Sutanto, 2023).
4. Targeted retention: Establish early identification systems for high-risk groups—including new staff, high-performing specialists, and those with family relocation

needs—and offer customised support packages (Sari & Hidayat, 2025; Aziz & Susanto, 2024).

5. Work–life balance: Introduce flexible rostering, remote work where operationally feasible, and relocation support to ease conflicts between professional duties and personal responsibilities (Budianto & Wibowo, 2023; Supriyanto & Nugroho, 2024).

Overall, turnover at the Ministry of Immigration and Corrections is not merely a staffing issue but a signal of misalignment between organisational practices, employee aspirations, and broader labour market realities. Addressing it requires coordinated action that strengthens career development, improves working conditions, and respects personal circumstances—all while embedding these measures into a unified human resource framework. Implementing these strategies is expected to reduce voluntary transfers, enhance organisational commitment, and secure a stable, capable workforce essential to delivering the Ministry's critical mandate (KemenPAN-RB, 2024; Widodo & Setiawan, 2023).

4. Conclusions

Based on the findings of this study on turnover prevention strategies within the Ministry of Immigration and Corrections, it can be concluded that employee turnover is influenced by several interrelated factors, namely external factors and labor market conditions, individual factors and job attitudes, and non-work factors. Regarding external factors and labor market conditions, employment opportunities and job offers from other government institutions encourage employees to seek transfers. Employees tend to compare the benefits, career opportunities, competency development, and future prospects offered by their current organization with those perceived to be available in other institutions. With respect to individual factors and job attitudes, employee turnover is influenced by dissatisfaction with career development and competency enhancement opportunities. Employees perceive that opportunities to develop their skills, participate in training, and achieve clear career progression do not fully meet their expectations. These conditions reduce job satisfaction and weaken employees' organizational commitment. In terms of non-work factors, residential location and family circumstances also influence employees' turnover decisions. Long commuting distances, family responsibilities, and other personal obligations affect employees' ability to maintain a healthy work–life balance, thereby increasing their intention to leave the organization.

From the perspective of Strategic Human Resource Management (SHRM) proposed by Michael Armstrong, the findings indicate that turnover prevention requires integrated and long-term human resource management strategies. Appropriate strategies include Talent Management Strategy, Human Capital Management Strategy, Employee Engagement Strategy, Retention Strategy, and Work–Life Balance Strategy. Overall, the findings demonstrate that employee turnover is influenced not only by internal organizational conditions but also by external labor

market factors and employees' personal circumstances. Therefore, organizations should develop comprehensive strategies that focus not only on improving organizational performance but also on career development, competency enhancement, employee well-being, and employees' individual needs in order to minimize turnover and improve employee retention. Specifically, turnover prevention strategies within the Ministry of Immigration and Corrections should prioritize strengthening career development, enhancing employee competencies, reinforcing employee retention systems, optimizing talent management, and improving employee transfer and placement systems. The implementation of these strategies is expected to strengthen organizational commitment, enhance employee retention, and support the long-term sustainability of the Ministry's human resources.

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