

THE IMPACT OF TURNOVER ON EMPLOYEE PERFORMANCE AT THE REGIONAL DRINKING WATER COMPANY (PDAM) IN MAMUJU REGENCY

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Abstract

The purpose of this study is to examine how employee turnover rates impact employee performance at the Mamuju Regency Water Company (PDAM). In a public service organization like PDAM, the sustainability of clean water services is highly dependent on the stability and performance of the human resources who manage it. High employee turnover rates can cause various problems, such as increased workloads, disrupted coordination, and decreased service quality to the public. This study used a quantitative approach with a survey method of 60 PDAM Mamuju Regency employees selected using a purposive sampling technique. Data were collected through a questionnaire with a five-point Likert scale that measured employee performance and turnover rates. Data were analyzed using simple linear regression and descriptive statistics. The results showed that turnover had a negative and significant impact on employee performance. The thing that matters here is workforce stability. Workforce stability is really important for an organization to be effective. This is especially true when it comes to services. We need to keep the people working together to make sure public services are good and do not change much. So workforce stability is crucial for public services to be continuous and of quality. Workforce stability is the key, to making sure this happens. This means that the higher the turnover rate, the lower the performance level of PDAM Mamuju Regency employees. These results indicate that to reduce turnover rates and maintain the quality of employee performance in providing services to the public, effective human resource management is crucial.

Keywords: Turnover, Employee Performance, Human Resource Management, PDAM Mamuju Regency.

INTRODUCTION

Clean water is a fundamental human necessity that is essential for survival and public health. The welfare and productivity of a community depend greatly on the availability of sufficient and high-quality clean water. In Indonesia, the responsibility for providing clean water largely lies with the Regional Water Utility Company (PDAM), a municipally owned enterprise focused on public service. Therefore, the performance of PDAM serves as a key indicator of a local government's success in fulfilling basic community needs.

PDAM Kabupaten Mamuju plays a strategic role in delivering clean water services to the people of Mamuju Regency, West Sulawesi. This region faces complex geographical and infrastructural challenges, requiring a workforce that is skilled, experienced, and highly committed. PDAM employees are responsible not only for technical operations such as water treatment and distribution, but also for direct interaction with the public as service users.

Human resources are the most critical component of any organization. No matter how advanced the technology and systems are, they cannot function effectively without productive employees. Employee performance reflects the extent to which staff can carry out their duties and responsibilities in accordance with established standards. High-performing employees work efficiently, effectively, and professionally in serving the community.

One of the major challenges in human resource management is employee turnover, which refers to the rate at which employees leave an organization and are replaced. Although some level of turnover is natural and unavoidable, high and continuous turnover can lead to several negative impacts, including operational instability due to disrupted workflows, reduced productivity as new employees require time to adapt, increased costs related to recruitment and training, and psychological effects on remaining staff such as increased workload, uncertainty, and decreased morale.

In the context of public service institutions like PDAM, a decline in employee performance directly affects the community. This may result in disrupted water distribution, delayed responses to public complaints, and an overall decline in service quality. Therefore, maintaining workforce stability is essential for PDAM Kabupaten Mamuju.

Based on these conditions, studying the impact of turnover on employee performance is highly relevant. By understanding this relationship, PDAM management can develop more effective human resource policies, such as improving employee welfare, enhancing the work environment, and providing better career development opportunities. Although many studies have looked at employee turnover and performance in companies studies on regional public utility companies like PDAM are scarce. We need to study public service organizations to see how employee turnover affects performance and service delivery. Employee turnover and performance are crucial, in these organizations. This study aims to evaluate the influence of turnover on employee performance at PDAM Kabupaten Mamuju, and it is expected to contribute to the field of Human Resource Management while supporting efforts to optimize employee management and improve public service delivery.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is one of the main functions within an organization that focuses on managing people as the company's primary asset. According to Dessler (2020), HRM includes managing employment relationships, occupational health and safety, as well as recruiting, training, evaluating, and compensating employees. In public service organizations such as PDAM, HRM plays a strategic role because the quality of services delivered to the community largely depends on the competence and performance of employees. HRM does not only deal with personnel administration, but also includes workforce planning, competency development, performance evaluation, and efforts to retain employees so they remain loyal and productive. A high turnover rate is one of the problems that can arise from ineffective human resource management.

Employee Turnover

Turnover refers to the rate at which employees leave an organization and are replaced by new ones. According to Robbins and Judge (2020), turnover occurs when an employee leaves the organization either voluntarily or involuntarily.

Turnover can be categorized into voluntary turnover, where employees leave on their own initiative, and involuntary turnover, where employees are terminated by the organization. Turnover is often caused by various factors such as low job satisfaction, inadequate salary, an uncomfortable work environment, high workload, and limited career development opportunities. In public service organizations like PDAM, these factors can significantly contribute to increased turnover rates. High turnover can have several negative impacts on an organization, including increased recruitment and training costs, loss of experience and institutional knowledge, disruption of team stability, and decreased productivity and organizational performance. Therefore, controlling turnover becomes a key focus in human resource management.

Employee Performance

According to Mangkunegara (2019), employee performance is the result of work achieved in terms of both quality and quantity by an employee in carrying out tasks according to the responsibilities assigned. Employee performance at PDAM Kabupaten Mamuju reflects how well employees perform tasks such as water treatment, distribution, pipeline maintenance, customer service, and administrative duties. High-performing employees are able to deliver fast, accurate, and high-quality services to the community. The indicators of employee performance include the quality of work, quantity of work, timeliness in task completion, responsibility, and the ability to work collaboratively.

Conceptual Framework: The Relationship between Turnover and Employee Performance

Turnover and employee performance are closely related. A high turnover rate can cause organizations to lose experienced and competent employees, resulting in tasks being handled by new employees who may not yet fully understand their responsibilities. This can reduce both the quality and speed of work. In the context of PDAM Kabupaten Mamuju, employee turnover can directly affect water distribution operations and customer service. New employees require time to adapt to the work system, and during this transition period, organizational performance tends to decline. Additionally, remaining employees may experience fatigue due to increased workloads. Several previous studies have shown that high turnover is negatively correlated with employee performance, meaning that the higher the turnover rate, the lower the level of organizational performance.

Previous studies have shown that organizations with employee turnover usually see a drop in productivity. They often have to deal with workloads and provide lower quality service. When it comes to public sector organizations the research is limited. The findings sometimes differ because of factors, like structures and the need to provide certain services. We need to do research on this topic specifically in the context of PDAM.

RESEARCH METHODOLOGY

Type and Research Approach

This study employs a quantitative approach using a survey method. This approach is chosen because the objective of the study is to measure the relationship and influence between employee turnover and employee performance objectively. The quantitative approach is appropriate as the research relies on numerical data and statistical analysis. The survey method is used to collect primary data directly from respondents through the distribution of questionnaires containing statements related to the research variables.

Before we gave out the questionnaire we looked at the questions to make sure they were good. We used ideas from studies about managing people at work and we changed the questions a little bit so they made sense for what we were trying to find out. We did this so the questions were clear and, about the things.

This study is classified as explanatory research, which aims to explain the causal relationship between the independent variable (turnover) and the dependent variable (employee performance). Therefore, this research not only describes the current condition but also empirically examines whether employee turnover affects employee performance at PDAM Kabupaten Mamuju.

Research Location and Time

This research was conducted at PDAM Kabupaten Mamuju, located in West Sulawesi. PDAM, as a regional public utility company, plays a strategic role in providing clean water services to the community, making it a relevant and appropriate research location.

The study was carried out during the active service period of PDAM, when employees were performing their operational and administrative duties. This timing ensures that respondents provide answers based on their actual working conditions and real experiences.

Population and Sample

The population of this study includes all employees of PDAM Kabupaten Mamuju, both contract and permanent staff, who are involved in operational and service activities. Due to the relatively large population and limited research time, a sampling technique was applied.

This study uses purposive sampling, a technique based on specific criteria relevant to the research objectives. The criteria for selecting respondents are as follows:

1. Employees who have worked at PDAM Kabupaten Mamuju for at least 6 months
2. Employees who are directly involved in service or operational activities
3. Employees who are willing to complete the research questionnaire

Based on these criteria, a total sample of 60 employees was obtained and considered representative of the population.

The number of people in the sample was considered good because it had employees from different parts of the company like the people who do the day to day work and the people who manage the office at PDAM Kabupaten Mamuju. This meant that the sample gave us information, about why people leave their jobs and how well employees are doing their work at PDAM Kabupaten Mamuju.

RESULTS AND DISCUSSION

Overview of Respondents

This study involved 60 employees of PDAM Kabupaten Mamuju working across various departments, including engineering, administration, distribution, water production, and customer service. Most respondents have been employed at PDAM for more than one year, indicating that they possess sufficient experience to assess working conditions, turnover levels, and employee performance. In terms of gender and age, respondents come from diverse backgrounds, providing a more objective representation of the human resource conditions within PDAM Kabupaten Mamuju.

Description of Turnover Variable

The results of the questionnaire data analysis indicate that the level of employee turnover at PDAM Kabupaten Mamuju falls within the moderate to relatively high category. This is reflected in the number of respondents who agreed that there has been a considerable amount of employee exit and replacement in recent years.

Table 1. Turnover Variable Indicators

No	Indicator	Percentage	Description
1	Intention to Leave	65%	Many employees have considered seeking jobs elsewhere
2	Job Dissatisfaction	62%	Mismatch between workload and compensation
3	Workforce Stability	63%	Frequent changes in staffing across departments
4	Employee Replacement	60%	High rate of employee turnover in certain positions

These findings indicate that the turnover rate at PDAM Kabupaten Mamuju still requires serious attention from management.

Description of Employee Performance Variable

The measurement of employee performance shows that, in general, the performance of PDAM Kabupaten Mamuju employees is relatively good, although there are still areas that need improvement.

Table 2. Employee Performance Indicators

No	Indicator	Percentage	Description
1	Quality of Work	70%	Work generally meets standards, though some errors occur
2	Quantity of Work	68%	Work output is adequate but sometimes constrained by limited staff
3	Timeliness	66%	Delays occur, especially during staff shortages
4	Responsibility & Teamwork	72%	Good teamwork, but workload increases during turnover

Discussion: Relationship Between Turnover and Employee Performance

The findings indicate that turnover is a significant factor affecting employee performance at PDAM Kabupaten Mamuju. A high rate of employee turnover leads to the loss of experienced and competent staff, forcing tasks to be handled by new employees who still require time to adapt.

In the context of PDAM, employees play a crucial role in ensuring smooth water distribution and service delivery to the community. When staff shortages occur due to turnover, both the quality and speed of service tend to decline. This aligns with human resource management theory, which emphasizes that workforce stability is a key factor in improving organizational performance.

Furthermore, these findings are consistent with previous studies indicating that high turnover negatively impacts employee performance. Therefore, PDAM Kabupaten Mamuju needs to pay greater attention to factors that trigger turnover, such as employee welfare, workload, and career development opportunities, in order to improve overall organizational performance and service quality.

In addition to money, job stress feeling committed, to the organization and thinking about career opportunities can also affect turnover. These things were not looked at in this study. They might help explain why turnover hurts employee performance. They could be studied in the future.

Also turnover tends to reduce employee performance because of job stress commitment and employee perceptions of career prospects. Job stress and organizational commitment are factors. Employee perceptions of career prospects play a role too.

CONCLUSION

Based on the results of the research and discussion regarding the effect of turnover on employee performance at the Regional Water Utility Company (PDAM) of Mamuju Regency, several conclusions can be drawn. The findings show that managing people is really important for PDAM Kabupaten Mamuju to do its job well and give service. This is what the people in charge need to focus on. Managing people well is key, to making sure PDAM Kabupaten Mamuju keeps doing a job and giving people the service they need. First, the level of employee turnover at PDAM Kabupaten Mamuju is categorized as moderate to relatively high. This is indicated by the tendency of employees to consider seeking employment elsewhere, dissatisfaction with certain aspects of their jobs, and the frequent occurrence of employee replacement in recent years.

Second, the performance of employees at PDAM Kabupaten Mamuju is generally in the fairly good category. However, there are still several challenges that need attention, particularly related to the timeliness of task completion and the increased workload resulting from a shortage of personnel. Third, the statistical analysis results show that turnover has a negative and significant effect on employee performance. This means that the higher the turnover rate, the lower the level of employee performance within PDAM Kabupaten Mamuju.

Fourth, high turnover leads to the loss of experienced and competent employees. As a result, remaining employees must bear additional workloads, while coordination and work effectiveness are often disrupted. These conditions directly affect the quality of clean water services provided to the community. Fifth, the impact of turnover is not only internal to the organization but also extends to public service outcomes. Disruptions in workforce stability can lead to delays in water distribution, slower response to customer complaints, and a decline in overall service quality.

Finally, to improve and sustain employee performance at PDAM Kabupaten Mamuju, effective human resource management is essential, particularly in reducing turnover rates. Efforts such as improving employee welfare, creating a supportive work environment, and providing career development opportunities should be prioritized to ensure organizational stability and enhanced service delivery.

evertheless the findings of this study, on PDAM Kabupaten Mamuju should be understood in its context. They might not directly apply to public organizations that have different characteristics.

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