

Analysis of Development Program Strategy, In-Class Training, and Employee Family Day on Employee Turnover at PT. Astra Motor

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Abstract. High employee turnover rates pose a serious challenge for companies in maintaining organizational stability and productivity. This study aims to analyze the influence of employee development strategies through development programs, in-class training, and employee family day programs on employee turnover rates at PT. Astra Motor. The research method used a quantitative approach by distributing questionnaires to several respondents who are permanent employees of PT. Astra Motor. The data obtained were analyzed using multiple linear regression to determine the relationship and influence of each variable. The results show that all three strategies have a significant influence on reducing turnover, both partially and simultaneously. Development programs contribute to building employee loyalty through increased competency and clear career paths. In-class training plays a role in increasing self-confidence and technical skills, while employee family day strengthens the emotional bond between employees, their families, and the company. This study recommends that management continue to strengthen these strategies as part of a holistic approach to human resource management.

Keyword: Development Program; Employee Family Day; Employee Turnover; In-Class Training; Strategi HR;

INTRODUCTION

In the era of globalization and rapid digital transformation, the global automotive industry is undergoing significant changes (Llopis-Albert, Rubio, & Valero, 2021). Technological advancements, shifts in consumer behavior, and increasing demands for energy efficiency and sustainability are driving automotive companies to adapt quickly (Rehman & Shakeel Sadiq Jajja, 2025). Today, the automotive industry is not solely focused on mass production but also on technological innovation and human resource management strategies that are responsive to the evolving times (Teece, 2018). Companies that can adapt to these changes have a greater chance of remaining competitive (Porter, 2023).

The ongoing transformation in the automotive industry is also driven by the rise of electric vehicles, autonomous systems, and the integration of the Internet of Things (IoT) (Krasniqi & Hajrizi, 2016). These developments demand organizations to have dynamic capabilities in seizing opportunities and addressing emerging market threats (Deng, Liu, Gallagher, & Wu, 2020). Therefore, a company's competitive advantage today is determined not only by physical assets such as technology or distribution networks but also by its ability to manage and develop human resources as a strategic asset critical to addressing global challenges (Armstrong, 2023).

Human resource development plays a crucial role in the success of an organization (Abadijoo, Moghadam, & Beheshtifar, 2015). According to Albrecht et al. (2020), effective HR development practices can enhance employee engagement and loyalty, which in turn positively impacts productivity and company performance. Organizations that foster a culture of continuous learning, innovation, and cross-functional collaboration are better equipped to face the dynamic changes in the global market (Attah, Garba, Gil-Ozoudeh, & Iwuanyanwu, 2024).

Thus, effective HR management strategies are essential to creating value and advancing the company in the long term (Agustian, Pohan, Zen, Wiwin, & Malik, 2023).

However, global developments also bring significant challenges for the automotive industry, including intense competition among manufacturers, rising material costs, and shifts in consumer preferences toward environmentally friendly vehicles. These factors push companies to engage in continuous innovation (Ali & Anwar, 2021). Additionally, organizations face internal challenges in maintaining employee engagement and satisfaction amidst rapid organizational changes (Chanana & Sangeeta, 2021).

The generational shift in the workforce adds complexity to these challenges. The dominance of millennials and Generation Z in the workforce comes with different values and expectations compared to previous generations (Gabrielova & Buchko, 2021). These generations demand flexibility, work-life balance, and greater opportunities for personal development (Haditriyono et al., 2023). Millennials, in particular, are inclined to change jobs if their expectations are not met (Linden, 2015). This is reflected in data showing that only 25% of millennial employees feel fully engaged with their company, while the rest are at risk of leaving the organization (Putra et al., 2023). As such, companies need to adapt to these expectations to reduce high turnover rates (An & Meier, 2022).

The automotive industry in Indonesia also faces similar challenges, despite being a key sector contributing significantly to the national economy (Setiawan, 2021). According to the Ministry of Industry (2023), the automotive sector accounts for more than 4% of the national GDP and provides millions of direct and indirect jobs (Maluleke, 2024). As Indonesia remains the largest automotive market in Southeast Asia, with sales continuing to rise, the industry must innovate not only in technology but also in human resource management (Lee, Wong, Intarakumnerd, & Limapornvanich, 2020). This requires modern HR practices that not only focus on technical skills but also on employee welfare to create stronger bonds and reduce turnover.

PT Astra International Tbk, one of the largest conglomerates in Indonesia, faces similar challenges. Through its Honda Sales Operation (HSO) or Astra Motor, the company plays a key role in the marketing, distribution, and after-sales services of Honda motorcycles in Indonesia. While the company has achieved steady business growth, Astra Motor faces challenges in HR management, particularly related to employee turnover and engagement. Internal data from the past five years reveals significant fluctuations in employee turnover. Despite generally satisfactory working conditions, career development and work-life balance remain primary concerns. This indicates that the company needs to strengthen its HR development strategies to enhance employee loyalty and engagement, which in turn will reduce turnover.

Therefore, this study aims to analyze the impact of development programs, in-class training, and employee family day programs on turnover intention at PT Astra Motor. Given the research gap in the literature regarding the effects of these factors on turnover, this study is expected to contribute to improving HR management in the Indonesian automotive industry. With proper HR management, turnover rates can be reduced, enhancing employee welfare and loyalty, ultimately supporting the sustainable growth of the company.

MATERIALS AND METHOD

This study employed a quantitative descriptive and explanatory research method to analyze the causal relationships between specific independent variables and a dependent variable. The independent variables under investigation were the Development Program (X1), In-Class Training (X2), and Employee Family Day (X3), while the dependent variable was Employee Turnover (Y). The research aimed to explain the influence of these human resource practices on turnover rates at PT. ASTRA MOTOR.

Operational definitions were established to measure these variables clearly. The Development Program was defined by indicators from the New Employee Development Program, including three review phases. In-Class Training was measured through indicators such as training material relevance, facility suitability, and trainer competence. Employee Family Day focused on time spent with family and work-life balance commitment. Finally, Employee Turnover was operationalized using Mobley's theory, covering intentions to quit and seek alternative employment.

Data were collected from a sample of PT. Astra Motor's 166 employees using a stratified random sampling technique, resulting in a sample of 105 respondents. The primary data collection instruments included a structured questionnaire based on a 5-point Likert scale, direct observation, and semi-structured interviews. This mixed-method approach ensured comprehensive data gathering directly from the source, supplemented by secondary data from journals and company records.

Subsequently, the collected data were analyzed using both descriptive and inferential statistics. Descriptive statistics summarized the respondent characteristics and responses, while inferential statistics, specifically multiple regression analysis, were used to determine the strength and significance of the relationships between the HR practice variables and employee turnover. This analytical process was designed to draw valid conclusions about the impact of these programs on turnover intention within the company.

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the research conducted on 105 respondents, the following characteristics can be identified: Regarding gender, most respondents are male, with 66 (62.9%) male respondents and 39 (37.1%) female respondents, indicating that the majority of employees at PT. Astra Motor are male. In terms of age, the majority of respondents are between 35-40 years old, with 39 (37.1%) respondents, while only a small portion, 5 (4.8%) respondents, are aged 40 and above, indicating that most employees are in their middle adulthood. Regarding education level, the majority of respondents hold a Bachelor's degree, with 62 (59.05%) respondents, while only 6 (5.7%) have a diploma, showing that most employees at PT. Astra Motor have a higher education level. For job position, the majority are operational employees, with 77 (73.3%) respondents, while 28 (26.7%) hold positions as Sub-Dept Up (Finance/Marketing/HCD/Operations), indicating that most employees are in operational roles.

Descriptive Analysis of the Research

Based on the data collected from the 105 respondents, the descriptive analysis of the research variables is as follows: Development Program had a high rating (Mean 4.10), indicating that respondents felt the program's structured phases, such as problem-solving through project planning, were clearly explained and contributed to a deeper understanding of the process improvement. In Class Training also received a high rating (Mean 4.11), with respondents noting the relevance of training materials to the objectives, the effectiveness of the media used, and the trainers' competence in engaging participants, as well as their ability to apply the knowledge gained in real-world tasks. Employee Family Day scored a high rating (Mean 4.12), showing that respondents felt the program fostered communication between management and employees, promoted family bonding, and encouraged a sense of commitment to work-family balance. Finally, Employee Turnover was rated moderately (Mean 2.86), suggesting that respondents occasionally thought about leaving the company due to various reasons, including boredom or seeking better job opportunities, but it did not indicate a strong intention to quit.

Hypothesis Testing

Testing the Effect of Development Program (X1) on Employee Turnover (Y)

With a significance level (probability) of $5\% = 0.05$, and from the SEM regression results, the t-statistic obtained is 2.121. Based on the data analysis, the t-statistic (2.121) is greater than the t-table (1.960), so it can be concluded that the Development Program (X1) has a negative and significant effect on Employee Turnover (Y).

Testing the Effect of In-Class Training (X2) on Employee Turnover (Y)

With a significance level (probability) of $5\% = 0.05$, and from the SEM regression results, the t-statistic obtained is 3.114. Based on the data analysis, the t-statistic (3.114) is greater than the t-table (1.960), so it can be concluded that In-Class Training (X2) has a negative and significant effect on Employee Turnover (Y).

Testing the Effect of Employee Family Day (X3) on Employee Turnover (Y)

With a significance level (probability) of $5\% = 0.05$, and from the SEM regression results, the t-statistic obtained is 1.975. Based on the data analysis, the t-statistic (1.975) is greater than the t-table (1.960), so it can be concluded that Employee Family Day (X3) has a negative and significant effect on Employee Turnover (Y).

Discussion

The Effect of Development Program on Employee Turnover

The analysis shows that the Development Program has a negative and significant effect on Employee Turnover at PT. Astra Motor. This indicates that as the Development Program increases, employee turnover at PT. Astra Motor will significantly decrease. This is supported by the research of Nguyen & Shao (2019), Elsafty & Oraby (2022), and Jaseel (2019), which found that Development Programs have a negative and significant effect on Employee

Turnover. The significant impact of the Development Program on turnover is reflected in the high ratings from respondents (Mean 4.10) on the development program, and the moderate rating on employee turnover (Mean 2.86). Development Programs help employees develop their careers within the company, which can lead to better performance. It also aids employees in decision-making, problem-solving, and overcoming stress, frustration, and conflict, while enhancing job satisfaction. When employees are satisfied with their development, they are more likely to stay with the company, which helps reduce turnover intention (Ameliana et al., 2019).

The Effect of In-Class Training on Employee Turnover

The analysis indicates that In-Class Training has a negative and significant effect on Employee Turnover at PT. Astra Motor. This means that as In-Class Training increases, employee turnover at PT. Astra Motor will significantly decrease. Research by Mon & Mulyadi (2021), Elsafty & Oraby (2022), Jaseel (2019), and Aikaterini & Despoina (2019) shows that In-Class Training has a negative and significant effect on Employee Turnover. The significant effect of In-Class Training on employee turnover is evident from the high ratings (Mean 4.11) of the training program. Training provides employees with opportunities to develop their skills, which positively impacts their performance. Furthermore, training improves communication, establishes shared understanding of tasks, and fosters a supportive work environment. As Malek et al. (2018) state, management training has a significant negative relationship with turnover intention. This indicates that the more organizations invest in training, the more they can reduce turnover intention.

The Effect of Employee Family Day on Employee Turnover

The analysis shows that Employee Family Day has a negative and significant effect on Employee Turnover at PT. Astra Motor. This means that as Employee Family Day increases, employee turnover will significantly decrease. Research by Jati & Mukzam (2018) suggests that Employee Family Day fosters direct communication between management and employees, which can improve the work environment and reduce turnover. Employees feel that family day activities contribute to their self-image and concept of self, as well as their commitment to family, which helps them manage work-life conflicts. However, the impact of Employee Family Day on turnover is relatively weaker compared to Development Programs and In-Class Training.

The Effect of Size Comparison Between In-Class Training and Family Day

Effect size analysis shows that In-Class Training has an f^2 value of 0.085, while Employee Family Day has an f^2 value of 0.050. Although both values fall into the small effect size category (Cohen, 1988), the difference suggests that In-Class Training has a stronger impact on reducing employee turnover than Employee Family Day. This finding aligns with Maslow's Hierarchy of Needs, which posits that self-actualization, including skill development, is a top human need. In-Class Training addresses this need by helping employees feel valued and offering career growth prospects. Conversely, Employee Family Day, while beneficial for building interpersonal relationships, does not directly affect employee motivation to stay with the company. This distinction is also supported by Herzberg's Two-Factor Theory, which

categorizes In-Class Training as a motivator and Employee Family Day as a hygiene factor.

CONCLUSION

The research findings indicate that Development Program, In-Class Training, and Employee Family Day all have a negative and significant impact on Employee Turnover at PT. Astra Motor. This means that an increase in the Development Program, In-Class Training, or Employee Family Day will lead to a significant decrease in employee turnover. The study also acknowledges a limitation regarding the sample size, as only approximately 100 respondents were surveyed. Future research could expand the sample size to at least 200 respondents to include a larger number of PT. Astra Motor employees.

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