



ANALYSIS OF EMPLOYEES TURNOVER INTENTION AT HIKMAH FOOD PT HIKMAH SEJAHTERA

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ABSTRACT

The objective of this research is to investigate and evaluate how employee turnover intention PT Hikmah Sejahtera is impacted by job motivation and compensation. A quantitative method was used, applying a census sampling technique to a population of 50 employees permanent and contract staff. The data was gathered by a questionnaire, and the Partial Least Square (PLS) method was used for analysis. Analysis's findings demonstrate that employee turnover intention is significantly impacted negatively by remuneration. Conversely, work motivation showed a negative, but not significant, influence. The implication is that compensation serves as a stronger predictor, where a substantial increase in compensation is capable of mitigating turnover intention. Meanwhile, although work motivation is an important variable, an increase in compensation is more effective in reducing employees' desire to leave the organization. Therefore, the company is recommended to revitalize elements of work motivation and ensure a fair and competitive compensation system to minimize turnover intention.



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INTRODUCTION

Indonesia's food and beverage (F&B) sector is currently undergoing rapid development, along with the changing and increasingly modern and dynamic lifestyles of the community. The public's demand for practical and varied culinary products has also driven increased demand in this sector. One area experiencing significant growth is the catering business, which focuses on providing food and beverage services for various events such as weddings, seminars, and corporate activities. In 2020, there were 11,223 restaurants in Indonesia, 269 of which were catering businesses, as shown by aggregated statistical data systematically compiled by BPS, the Central Bureau of Statistics in June 2022. East Java Province held the third position with 821 culinary businesses, indicating strong competition in this sector.

In a highly competitive market, a company's success is not solely based on the taste and price of the product, but also by the strength and stability of its human resources. In order to keep the business's services sustainable and of high quality, human resources are essential, especially in service industries such as catering. Many companies face the problem of high employee turnover. This phenomenon can lower productivity, increase the workload of the remaining team, and add to the costs of recruitment and retraining.

Table 1 PT HIKMAH SEJAHTERA Turnover Data

Year	Number of Employees at the Beginning	Employees In	Employees Out	Total Number of Employees Final	Turnover Percentage(%)
2023	52	15	19	48	36.54%
2024	62	10	25	47	40.32%

Source: Secondary data processed by researchers, (2025).

PT Hikmah Sejahtera operates in the food and beverage supply industry through its business unit called Hikmah Food. In its operations, the company faces challenges related to an increasing turnover rate, rising from 36.54% in 2023 to 40.32% in 2024. This increase indicates underlying issues that potentially affect employee turnover intention, such as low work motivation and inadequate compensation. If these problems are not addressed, they could impact the company's efficiency.

One important component that can influence employee performance and their loyalty to the company is their work motivation. Motivation, according to Hassan et al. in Hutomo & Nawangsari (2020), is defined as a theoretical construct that encompasses internal (intrinsic) and external (extrinsic) factors that move and direct an individual's behavior toward the achievement of specific goals or objectives. However, in reality, boosting motivation isn't always successful in stifling workers' desire to quit, particularly if supporting elements like benefits, pay, or working circumstances aren't fulfilled. This indicates that work motivation is a complex component influenced by many internal and external variables.

Pay has a significant impact on employees' decisions to stay with the company in addition to motivation. Compensation does not only include the basic salary, but

also various forms of rewards such as allowances and work facilities. According to Kurniawan (2021), compensation is a way for a company to appreciate the work of its employees. Fair and appropriate compensation can increase satisfaction, a sense of being valued, and reduce the desire to switch jobs. Conversely, compensation that is uncompetitive or not commensurate with job responsibilities can trigger dissatisfaction and increase turnover intention.

The research problem formulation is do work motivation and compensation impact employees' desire to leave the company, Hikmah Food PT Hikmah Sejahtera. The discrepancy between an apparent high level of motivation and the reality of steadily rising employee turnover, as well as the suspicion that pay has a greater influence on an employee's decision to stay, gave rise to this subject. The aim is to create effective management strategies, determine more effective Human Resources (HR) approaches, and understand how these two components (work motivation and compensation) relate to one another.

This study's main objective is to ascertain the degree to which which employee turnover desire (intention) is influenced by work motivation and remuneration elements at PT Hikmah Sejahtera Hikmah Food. It is hoped that this research will assist in formulating appropriate and appealing policies for new employees. Additionally, this research broadens our understanding of the variables influencing turnover desire in the food and beverage industry, which has received less attention than other industrial sectors.

According to earlier research, employees' desire or inclination to work frequently has little bearing on how likely they are to quit the organization. This is supported by the research of Puspitasari (2022), Gurito & Nuvriasari (2025), Johar Kuswahyudi et al., (2022), Karimah & Nurhidayati (2025), and Agustini (2024), which confirm that Work Motivation affects turnover intention, but not significantly. This implies that a rise in employee motivation has no effect on their willingness to switch jobs. Conversely, studies by Saputra et al., (2022), Budiman (2023), VIZANO et al., (2021), and Nurharfiansyah & Febrian (2025) found that compensation has a negative and significant impact on employee turnover intention.

LITERATURE REVIEW

Motivation

Work motivation is defined as structured managerial efforts to activate and direct employee commitment and willingness to cooperate to fulfill organizational objectives. Empirically, work motivation is measured through a number of key indicators, encompassing dimensions such as responsibility, work performance, leadership, and recognition of workforce capability, as identified in current literature (Zinni et al., 2021).

Compensation

The complete reward, including both monetary and non-monetary components, that an organization gives its human resources in exchange for their contributions to the achievement of organizational goals is known as compensation. Based on the literature Yuliawan & Nurrohman (2021), this compensation construct can be measured through empirical indicators, including: basic salary, incentives, allowances (benefits), and facilities.

Turnover Intention

The definition of turnover intention is the mental and affective tendency possessed by employees to voluntarily terminate their work affiliation with the current organization and move to another entity in the future. Based on a study conducted by Bimaputra & Parwoto (2020), the construct of turnover intention is empirically measured through three main indicators, namely: actual intention to quit, job searching behavior, and frequency of thoughts of leaving.

RESEARCH METHOD

This research adopts a quantitative approach to analyze the relationship between employee turnover intention and job motivation and compensation. The study's target audience includes all employees (permanent and contract) at Hikmah Food, PT Hikmah Sejahtera; 50 respondents were included using a census sampling technique. Online surveys that have a five-point the Likert scale was used to collect data. The data was subsequently examined using the SmartPLS program and the Partial Least Squares-Structural Equation Modeling (PLS-SEM) technique.

RESULTS AND DISCUSSIONS

Results

This research, which utilizes a good level of validity and consistency, involved conducting validity and reliability checks on the instrument. The questionnaire testing process was carried out on Hikmah Food employees at PT Hikmah Sejahtera use version 3.0 of the SmartPLS program. This test's objective was to ascertain how well the desired variables might be measured using the items in the research instrument. The variables investigated In this study, the dependent variable is turnover intention (Y), and the independent factors are work motivation (X1) and compensation (X2).

Respondent Characteristics Analysis

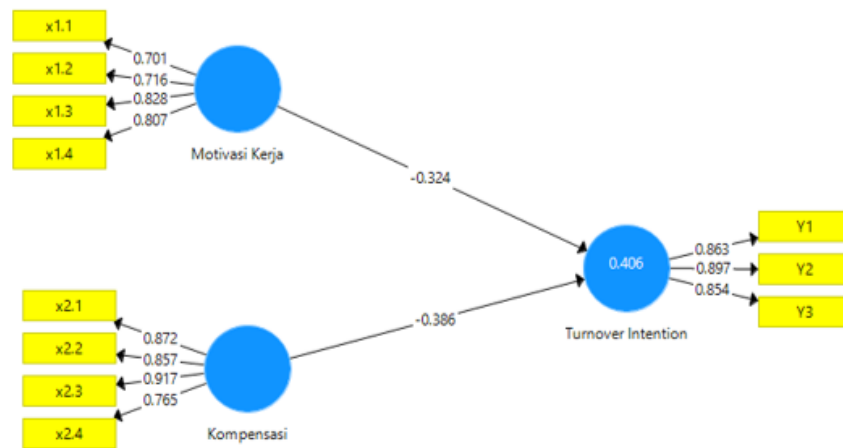
Table 2 Respondent Identity

	Description	Amount	
Gender	Male	34	68 %
	Female	16	32 %
	Total	50	100 %
Age	< 25 Year	6	12 %
	25–34 Year	23	46 %
	35–44 Year	19	38 %
	> 45 Year	2	4 %
	Total	50	100 %
Work Period	< 1 Year	6	12 %
	1–3 Year	19	38 %
	4–6 Year	14	28 %
	> 6 Year	11	22 %
	Total	50	100 %
Status Occupation	Permanent Employe	24	48 %
	Employe Contract	26	52 %
	Total	50	100 %

Source: Questionnaire Result, 2025

Fifty workers from PT Hikmah Sejahtera's office participated in this survey as responders. The study's respondents' identities include their gender, age, length of service or tenure, and employment status.

Inner Models



Source: Output SmartPLS (2025)
Figure 1 Path Diagram (Inner Models)

Based on the PLS results in the aforementioned figure, every indicator has a factor loading value, which is illustrated by the direction of the arrow connecting the variable and its indicator. Furthermore, the path coefficients can also be observed through the arrow line that shows the connection between the endogenous and exogenous variables. The model's R-Square value indicates how well the exogenous variables that affect the endogenous variable (turnover intention) can explain it.

Outer Loading

Table 3 Outer Loading Results

	Work Motivation (X1)	Compensation (X2)	Turnover Intention (Y)
X1.1	0.701		
X1.2	0.716		
X1.3	0.828		
X1.4	0.807		
X2.1		0.872	
X2.2		0.857	
X2.3		0.917	

X2.4	0.765
Y1	0.854
Y2	0.863
Y3	0.897

Source: Output SmartPLS (2025)

Based on the outer loadings estimation results, all reflective indicators show a minimum original sample value of 0.70. This figure meets the minimum outer loading criterion, indicating that convergent validity has been achieved. Therefore, inferentially, the overall reflective indicators of the model demonstrate adequate construct validity, and the model is thus deemed viable for further testing and interpretation.

Cross Loading

Table 4 Cross Loading Results

	Work Motivation (X1)	Compensation (X2)	Turnover Intention (Y)
X1.1	0,701	0,326	-0,305
X1.2	0,716	0,383	-0,483
X1.3	0,828	0,545	-0,436
X1.4	0,807	0,570	-0,445
X2.1	0,515	0,872	-0,380
X2.2	0,476	0,857	-0,451
X2.3	0,504	0,917	-0,620
X2.4	0,582	0,765	-0,483
Y1	-0,411	-0,594	0,863
Y2	-0,480	-0,514	0,897
Y3	-0,573	-0,411	0,854

Source: Output SmartPLS (2025)

Factor loading values for each indicator for the Motivation (X1), Compensation (X2), and Turnover Intention (Y) variables indicate high values in comparison to the factor loading values on other variables, according to the outcomes of the cross-loading data processing. This suggests that every metric is capable of representing its respective variable well, thereby confirming the methodological validity of all indicators in this research.

AVE

Table 5 AVE

Average Variance Extracted (AVE)	
Work Motivation (X1)	0,585
Compensation (X2)	0,730
Turnover Intention (Y)	0,760

Source: Output SmartPLS (2025)

The Motivation variable (X1), the Compensation variable (X2), and the Turnover Intention variable (Y) have coefficients of 0.585, 0.730, and 0.760, respectively, according regarding the Average Variance Extracted (AVE) test findings.

Construct Reliability and Validity Test

Table 6 Composite Reliability, rho A and Cronbach's Alpha Results

	Cronbach's Alpha	rho_A	Composite Reliability
Work Motivation (X1)	0,764	0,774	0,849
Compensation (X2)	0,877	0,905	0,915
Turnover Intention (Y)	0,842	0,842	0,905

Source: Output SmartPLS (2025)

Considering the test findings shown in the figure, all indicators in this study show a reliability value above 0.7. This finding indicates that the three constructs tested in this study possess a high internal reliability coefficient, for the purpose of measuring the pertinent variables, it can be presumed that the measurement tools are dependable and consistent.

R-Square Test

	R Square
Turnover Intention (Y)	0,406

Source: Output SmartPLS (2025)

However, the Turnover Intention variable (Y) has an the independent variables, work motivation and compensation have an R-Square value of 0.406, simultaneously make a significant contribution in explaining the variability in turnover intention, with a

predictive power reaching 40.6%. The majority, 59.4%, is accounted for by bias due to unmeasured confounding variables.

Hypothesis test

Table 7 Path Coefficients Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Motivation (X1) -> Turnover Intention (Y)	-0,324	-0,327	0,168	1,932	0,054
Compensation (X2) -> Turnover Intention (Y)	-0,386	-0,402	0,153	2,526	0,012

Source: Output SmartPLS (2025)

The following conclusions can be drawn from the table regarding the hypotheses:

- H1: The idea that Turnover Intention is negatively impacted by Motivation is disproved. This outcome is caused by the Original Sample (O) value of -0.324, which is negative, the P-Value of 0.054 > 0.05, and the T-Statistics value of 1.932 < 1.96 (based on the Z-table for $Z\alpha = 0.05$ or 5%). Consequently, H1 is rejected, indicating that Turnover Intention (Y) is negatively and non-significantly impacted by Work Motivation (X1).
- H2: It is agreed upon that payment has a detrimental impact turnover intention. This outcome is caused by the Original Sample (O) value of -0.386, which is negative, the P-Value of 0.012 < 0.05, and the T-Statistics value of 2.526 > 1.96 (based on the Z-table for $Z\alpha = 0.05$ or 5%). Consequently, H2 is accepted, indicating that Turnover Intention (Y) is significantly and negatively impacted by Compensation (X2).

Discussion

The Effect of Work Motivation on Turnover Intention

The study shows that workers' motivation at work has little bearing on their intention to quit. Theoretically, an increase in motivation should be able to reduce

employees' intention to quit; however, this was not strongly proven in practice. This condition may be caused by other more important factors, such as compensation that is still below the Surabaya Minimum Wage (UMK), heavy and unbalanced workloads among employees, and few opportunities for career advancement. This means that work motivation alone is not enough to retain employees if their basic needs have not been met. Even if they are encouraged to have high work enthusiasm, without support in the form of a fair compensation system, proportional workload distribution, and clear career opportunities, the employees' desire to improve their position (or leave for a better one) will remain high.

This finding aligns with the research conducted by Lawati (2023), Pratama & Putri, (2025), Hermawan & Utomo (2023), Romadhona et al., (2024), Tran et al., (2020), and (Rahmadiani, 2025), which shows that work motivation has a negative but irrelevant influence on turnover purpose. This indicates that while motivation can theoretically lower the intention to quit, the effect is not statistically significant enough. The limitation of this study lies in its inability to explain in depth how work motivation relates to turnover intention. Motivation indicators such as responsibility, achievement, and recognition have not sufficiently represented the actual conditions in the field. One reason for this is that the intrinsic drive of Hikmah Food employees is less influenced by external factors, such as wages and job responsibility, than by intrinsic drive. Consequently, additional research is needed to analyze motivation indicators that are more relevant to the characteristics of the catering industry.

The Effect of Compensation on Turnover Intention

According to the research, pay is a major factor in lowering workers' motivation to quit the organization. When the company is able to provide salaries, benefits, and work facilities that are adequate and commensurate with the responsibilities undertaken, employees will feel valued and motivated to stay longer. Conversely, employees may become dissatisfied and seek other employment if their compensation is deemed unfair or disproportionate to their work. The results indicate that to maintain loyalty and workforce stability within the company, the compensation system must be

transparent and aligned with employees contributions. When the compensation received is better, the likelihood of employees leaving is lower.

The results are consistent with those found by Saputra et al., (2022), Effendy & Herman (2023), Anjani et al., (2023), Misbakhudin (2023), and (Lusiana et al., 2025), which indicate that compensation reduces turnover intention. Therefore, the company needs to review its compensation policies to be competitive and proportional to the workload and position. Providing appropriate and transparent compensation not only increases employee satisfaction and loyalty but also helps maintain operational sustainability and reduces the risk of high turnover rates in the long term.

CONCLUSION

According to this research, Motivation at work lacks a significant influence on employees' desire to depart PT Hikmah Food Hikmah Sejahtera. This indicates that work motivation alone cannot prevent employees from quitting company. Furthermore, the findings of the research shows that pay has a detrimental and substantial effect on the desire to relocate. This indicates that the possibility of employees leaving the firm decreases with the effectiveness of the compensation system, which includes salaries, benefits, and work facilities. These results highlight importance of having a compensation policy that is fair and commensurate with the work performed.

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