

## The Effect of Compensation and Motivation on Employee Turnover at PT Indofood CBP Sukses Makmur Tbk. Snack Division

Widia Astuti  
Pamulang University

**Corresponding Author:** Widia Astuti [dosen01265@unpam.ac.id](mailto:dosen01265@unpam.ac.id)

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### ABSTRACT

This study examined the impact of salary and motivation on employee turnover in the Snack Division of PT Indofood CBP Sukses Makmur Tbk., using a quantitative causal design with a census sample of 120 employees. The results revealed that salary and motivation significantly and positively affect turnover, as shown by t-test values ( $t_{count} = 9.134$  for salary,  $t_{count} = 4.024$  for motivation) and a significance level of 0.000 ( $< 0.1$ ). Additionally, the combined effect of salary and motivation on turnover was significant, with  $F_{count} = 43.333$  surpassing  $F_{table} = 3.07$ . The findings highlight the critical role of compensation and motivation in influencing turnover.

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## INTRODUCTION

PT Indofood CBP Sukses Makmur Tbk. (ICBP) is a prominent producer of branded consumer goods in Indonesia. The company's core commercial operations include the manufacture of instant noodles, dairy products, snacks, culinary spices, nutritional goods, speciality foods and beverages. Furthermore, ICBP possesses a packaging section that manufactures both flexible and cardboard packaging to bolster its primary operations.

ICBP offers an extensive array of daily solutions for consumers across many age demographics and market categories through over 40 product brands. Numerous businesses have cultivated a robust market presence and garnered consumer confidence over time.

Compensation and benefits management is an essential component of human resource management (HRM). Compensation refers to the remuneration provided to employees for their services, while benefits include indirect rewards such as welfare facilities. In small and medium enterprises, these functions are often managed by the HR manager, whereas larger corporations designate specific teams due to the strategic importance of compensation and benefits. These strategies aim to retain skilled employees, align their objectives with organizational goals, and improve operational efficiency.

For job seekers, compensation and benefits are significant factors influencing their decision to apply for a position. Compensation includes direct payments such as salaries or wages, additional incentives tied to productivity or profits, and facilities like ergonomic office spaces and essential tools to enhance satisfaction and productivity.

Motivation plays a crucial role in driving employee behavior. It acts as an internal force that initiates, guides, and sustains goal-oriented actions. Motivation stems from a combination of biological, emotional, social, and cognitive factors, which create an environment conducive to engagement, promoting productivity and organizational growth.

***Problem Formulation: This study focuses on the following questions:***

1. Does remuneration significantly affect employee turnover in the Snack Division of PT Indofood CBP Sukses Makmur Tbk.?
2. Is there a substantial impact of motivation on employee turnover within the Snack Division of PT Indofood CBP Sukses Makmur Tbk.?
3. Do salary and motivation collectively impact employee turnover in the Snack Division of PT Indofood CBP Sukses Makmur Tbk.?

***Research Objectives: This research aims to:***

1. Examine the impact of remuneration on staff turnover within the Snack Division of PT Indofood CBP Sukses Makmur Tbk.
2. Assess the impact of motivation on employee turnover within the same department.
3. Examine the combined effect of remuneration and motivation on employee attrition.

## **THEORETICAL REVIEW**

### ***Turnover intention***

Turnover intention has emerged as a critical issue for numerous organisations, including non-profits. According to Lee (2017), turnover intention refers to an employee's voluntary decision to leave their current organisation. The departure of proficient individuals may result in diminished output, as the organisation relinquishes critical content and skills.

### ***Compensation***

Compensation refers to rewards provided to employees in exchange for their contributions. According to Gopar (2017), compensation is a key function of organizational management, encompassing direct payments, indirect benefits, and incentives designed to enhance employee motivation and productivity.

### ***Work Motivation***

Motivation, a crucial factor in retaining employees, can be understood as the driving force that compels individuals to take action. As described by Sila et al. (2019), motivation combines physiological and psychological elements to drive goal-oriented behavior. It includes guidance and encouragement from organizational leaders, fostering commitment and performance.

### ***Hypotheses:***

H1 : Reimbursement influences staff attrition.

H2 : Encouragement affects employee attrition.

H3 : Reimbursement and Encouragement collectively influence staff attrition.

## **METHODOLOGY**

### ***Location and Duration of Study***

The study was conducted at the Snack Division of PT Indofood CBP Sukses Makmur Tbk., located at Jalan Ancol Barat I No. 10, Pademangan, North Jakarta. The study was conducted over seven months, from November 2022 to May 2023.

**Population and Sample:** The study population consisted of all 120 employees in the Snack Division, with a census sampling method applied to include the entire population as the sample.

### **Data Analysis Design and Hypothesis Testing:**

1. Assessment Tools :
  - a) Evaluation of Legitimiteity
  - b) Evaluation of Reliability
2. Evaluation of Classical Assumptions:
  - a) Assessment of Normality
  - b) Evaluation of Multicollinearity
  - c) Evaluation of Autocorrelation
  - d) Evaluation of Heteroscedasticity

## 3. Hypothesis Testing:

- a) Multiple Linear Regression Analysis
- b) Analysis of Correlation Coefficient
- c) Analysis of the Coefficient of Determination
- d) Statistical Analyses (t-test and F-test)

**RESULTS AND DISCUSSION****Data Quality Test***Legitimiteity Test*

## Results of the Compensating Variable Legitimacy Test (X1)

Num	Affirmation	rcount	r table	Content
1	Komp_1	0.624	0,179	Legitimate
2	Komp_2	0.627	0,179	Legitimate
3	Komp_3	0.755	0,179	Legitimate
4	Komp_4	0.717	0,179	Legitimate
5	Komp_5	0.558	0,179	Legitimate
6	Komp_6	0.661	0,179	Legitimate
7	Komp_7	0.655	0,179	Legitimate
8	Komp_8	0.788	0,179	Legitimate
9	Komp_9	0.694	0,179	Legitimate
10	Komp_10	0.647	0,179	Legitimate

## Results of the Motivational Variable Legitimacy Test (X2)

Num	Affirmation	rcount	r table	Content
1	Mot_1	0.667	0,179	Legitimate
2	Mot_2	0.632	0,179	Legitimate
3	Mot_3	0.507	0,179	Legitimate
4	Mot_4	0.662	0,179	Legitimate
5	Mot_5	0.615	0,179	Legitimate
6	Mot_6	0.707	0,179	Legitimate
7	Mot_7	0.622	0,179	Legitimate
8	Mot_8	0.674	0,179	Legitimate
9	Mot_9	0.532	0,179	Legitimate
10	Mot_10	0.601	0,179	Legitimate

## Outcomes of the Legitimacy Assessment of the staff attrition Variable (Y)

Num	Affirmation	rcount	r table	Content
1	TK_1	0.690	0,179	Legitimate
2	TK_2	0.608	0,179	Legitimate
3	TK_3	0.616	0,179	Legitimate
4	TK_4	0.729	0,179	Legitimate
5	TK_5	0.610	0,179	Legitimate
6	TK_6	0.652	0,179	Legitimate
7	TK_7	0.648	0,179	Legitimate
8	TK_8	0.694	0,179	Legitimate

9	TK_9	0.553	0,179	Legitimate
10	TK_10	0.532	0,179	Legitimate

**Uji Reliabilitas**

Results of Reliability Assessment for Compensating Variables (X1)

**Reliability Metrics**

Cronbach's Alpha	N of Items
.906	10

Results of Reliability Assessment for Motivational Variables (X2)

**Reliability Metrics**

Cronbach's Alpha	N of Items
.885	10

Results of Reliability Assessment for Employee Turnover Variable (Y)

**Reliability Metrics**

Cronbach's Alpha	N of Items
.892	10

**Simple Linear Regression Analysis Test**

Outcomes of the Simple Linear Regression Analysis for Compensation Variables.  
 Addressing Employee Turnover

**Coefficients<sup>a</sup>**

Concept	Non-standardized Factors		Standardized Factors	t	Sig.
	B	Std. Deviation	Beta		
1 (Perpetual) Kompensasion	20.985	2.451	.644	8.563	.000
	.532	.058		9.134	.000

a. Dependent Variable: Turnover

The regression analysis findings indicate that the regression equation is  $Y = 20.985 + 0.532 X1$ . From this equation, we can get the following conclusions: When X is 0, Y is 20.985. This signifies that the constant value (a) is 20.985, implying that whether Compensation (X1) remains at 0 or does not rise, Employee Turnover (Y) will still be 20.985. The regression coefficient (b) of 0.532 is positive, signifying a direct correlation; hence, a one-unit increase in remuneration will result in a 0.532-unit increase in employee turnover.

### Outcomes of the Simple Linear Regression Analysis Investigating the Influence of Motivational Factors on Employee Attrition.

Coefficients<sup>a</sup>

Concept	Non-standardized Factors		Standardized Factors	t	Sig.
	B	Std. Error	Beta		
1 (Perpetual)	28.953	3.558		8.138	.000
Motivasi	.337	.084	.347	4.024	.000

a. Dependent Variable: Turnover Karyawan

The regression analysis findings indicate that the regression equation is  $Y = 28.953 + 0.337 X_2$ . From this equation, the following conclusions can be drawn:

When X is 0, Y is 28.953. This signifies that the constant value (a) is 28.953, indicating that whether motivation ( $X_2$ ) is at 0 or remains unchanged, Employee Turnover (Y) will still be 28.953. The regression coefficient (b) of 0.337 is positive, signifying a direct correlation; thus, a one-unit increase in motivation will lead to a 0.337-unit rise in employee turnover.

### Multiple Linear Regression Analysis Test

Results of Evaluation of Multiple Regression.

Concept	Factors			t	Sig.
	Non-standardized Factors	Standardized Factors	Beta		
B	Std. Error	Beta	t	Sig.	
1 (Perpetual)	17.800	3.216		5.535	.000
restitution	.495	.063	.599	7.880	.000
Encouragement	.112	.074	.115	1.518	.132

The regression coefficients presented in the table enable the formulation of the regression equation:

$$Y = 17.800 + 0.495 X_1 + 0.112 X_2.$$

The formula for multiple regression analysis indicates that both Reimbursement & Encouragement variables possess positive Factors concerning Employee Turnover. The coefficient for the Compensation variable is 0.495, signifying that an enhancement in the Compensation variable, with other factors held constant, will result in an increase in Employee Turnover. The motivation coefficient of 0.112 indicates that an enhancement in the motivation variable, with other factors held constant, will result in an increase in Employee Turnover.

**Determination Coefficient Test (R2)**

Outcomes of the Factor of Resolution Examination Test regarding the Influence of Compensation (X1) on Employee Turnover (Y)

**Concept Summary<sup>b</sup>**

Concept	R	R Square	Modified R-Squared	Std. Deviation of the Assessment
1	.644 <sup>a</sup>	.414	.409	3.470

The Adjusted R-squared value, as indicated in the table above, is 0.409, equivalent to 40.9%. This signifies that the independent variable, Compensation (X1), explains 40.9% of the variance in the dependent variable, Employee Turnover. The residual 59.1% (derived from 100% - 40.9%) is affected or elucidated by additional elements not encompassed in the analysis.

Outcomes of the Coefficient Test Evaluating the Influence of Motivation (X2) on Employee Attrition.(Y)

Concept	Non-standardized Factors		Standardized Factors	T	Sig.
	B	Std. Deviation			
1 (Perpetual)	20.985	2.451		8.563	.000
restitution	.532	.058	.644	9.134	.000

a. Dependent factor: Staff turnover

The partial t-test findings indicate a t-count of 9.134, juxtaposed with a t-table value of 1.657, and a significance level of 0.000. Given that the t-count of 9.134 exceeds the t-table value of 1.657, and the significance threshold of 0.000 is below 0.05, we can accept Ha1. This suggests that remuneration significantly influences employee attrition.

Outcomes of the Partial Test (t-test) on the Impact of the Motivation Variable on Staff Turnover.

**Coefficients<sup>a</sup>**

Concept	Non-standardized Factors		Standardized Factors	t	Sig.
	B	Std. Deviation			
1 (Perpetual)	28.953	3.558		8.138	.000
Encouragement	.337	.084	.347	4.024	.000

a. Dependent Variable: Turnover

The partial (t-test) findings reveal a t-count of 4.024, a t-table value of 1.657, and a significance level of 0.000. Given that the t-count of 4.024 surpasses the t-table value of 1.657, and the significance threshold of 0.000 is below 0.05, we

can accept Ha1. This indicates that motivation substantially influences employee turnover.

### *Simultaneous Test (F)*

#### Concurrent Test Outcomes (F)

##### ANOVA<sup>a</sup>

Concept	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1032.320	2	516.160	43.333	.000 <sup>b</sup>
Residual	1393.647	117	11.912		
Total	2425.967	119			

a. Dependent Variable: Turnover

b. indicators: (Perpetual), Encouragement, reimbursement

The table reveals that the F-count value is 43.333, however the F-table value is 3.07, indicating that 43.333 exceeds 3.07. The significance value is 0.000, which is below 0.05. Consequently, we can ascertain that the hypothesis is legitimateated. This signifies that both salary and incentive exert a substantial simultaneous influence on employee turnover.

## CONCLUSIONS AND RECOMMENDATIONS

1. Compensation positively affects employee turnover, as evidenced by significant t-test results .
2. Encouragement also has a significant beneficial impact on revenue.
3. Combined, compensation and motivation significantly influence turnover.
4. Enhance managerial practices by providing employees with greater decision-making autonomy to improve compensation satisfaction.
5. Foster effective time management to strengthen motivation and maintain discipline.
6. Encourage collaborative decision-making to improve employee capabilities and reduce turnover.

## FURTHER STUDY

Future research could explore how different types of compensation and motivation impact turnover, focusing on strategies like decision-making autonomy, effective time management, and collaborative decision-making. Studies could also compare practices across industries to identify effective approaches for enhancing employee satisfaction and retention.



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