

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

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### ABSTRACT

The purpose of this study was to determine the significant effect of compensation and motivation on employee turnover at PT Indofood CBP Sukses Makmur Tbk. Snack Division either partially or simultaneously. This research was conducted at PT Indofood CBP Sukses Makmur Tbk. Snack Division having its address at Jalan Ancol Barat I No. 10, RW.3, Ancol, Kec. Pademangan, North Jakarta City, Special Capital Region of Jakarta 14430. The type of this research is quantitative with the method is causal research. The population in this study were employees of PT Indofood CBP Sukses Makmur Tbk. Snack Division consisted of 120 people and used a type of sample, namely the entire population was sampled, namely all employees of PT Indofood CBP Sukses Makmur Tbk. Snack Division has 120 employees. The results of this study note that compensation has a positive effect on employee turnover, this can be seen from the t test with tcount 9.134 > ttable 1.657 with a significance level of 0.000 this value is smaller than 0.1 (0.000 < 0.1). Motivation has a positive effect on Employee Turnover, this can be seen from the t-test with a t-value of 4.024 > t-table 1.657 with a significance level of 0.000 this value is greater than 0.1 (0.000 < 0.1). Compensation and motivation have a positive and significant effect on employee turnover, this can be seen from the results of the F test with an Fcount of 43,333 while Ftable of 3.07 means 43,333 > 3.07. Thus, it can be interpreted that discipline and motivation simultaneously have a significant influence on employee turnover.

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## **INTRODUCTION**

PT Indofood CBP Sukses Makmur Tbk. (ICBP) is one of the well-established and leading manufacturers of branded consumer products, with main business activities including instant noodles, dairy, snacks, food flavourings, nutrition and specialty foods and beverages. To support its main business activities, ICBP also operates a packaging business which produces both flexible and cardboard packaging.

ICBP offers a wide selection of everyday solutions for consumers of all ages and market segments, through more than 40 product brands. Many of these brands are prominent brands with significant market positions in Indonesia, and have earned the trust and loyalty of millions of consumers over the years.

As we all know that managing Compensation and Benefits is part of the management of the Company's Human Resources, Compensation is compensation for services provided by the company due to a relationship between work activities and these benefits are directly received by employees while Benefits are a form of compensation that is not directly received by employees in the form of material but is a welfare facility. For small and medium companies, the management is carried out directly by the HRD Manager while for large companies, the management is indeed made specifically because the management of Compensation and Benefits is very closely related to the company's strategy and policies. Compensation for employees basically starts with the vision, mission and strategy of the HR work unit as manager, and of course that the HR work unit makes vision, mission and strategy of course also based on the vision, mission and strategy of the company, an example is how HR managers strives to retain a reliable employee by providing compensation in accordance with his contribution and providing competitive benefits, with the persistence of reliable personnel in the company, of course, the company's targets can be achieved.

For job applicants, perhaps compensation and benefits are some of the factors that make candidates apply for a job. In simple terms, compensation and benefits are a reward or reciprocity from the company to employees. The main form of compensation is salary or wages. Employee Turnover within a certain period of time will be paid directly in the form of money. This amount will be adjusted periodically depending on the quality of the Employee Turnover. In general, wages will be paid to daily workers in accordance with the agreement, while salaries are paid periodically such as weekly, monthly or yearly. Besides salary or wages, another form of compensation is incentives. Incentives are additional compensation beyond salary or wages. Usually this incentive is obtained from the profits that the company gets to distribute to workers. It is not uncommon for incentives to be used to increase employee productivity. The more productive they are, the greater the profit the company gets. The last is facilities. Facilities are a form of compensation received by employees in the work environment. For example, the company will provide facilities such as a comfortable office, computers, or vehicles to facilitate the mobilization process. The facilities provided vary from one company to another depending on the policy.

Motivation involves the biological, emotional, social, and cognitive forces that activate behavior. In everyday usage, the term "motivation" is often used to describe why someone does something. It is the driving force behind human action. Motivation is the process that initiates, guides and maintains goal-oriented behavior. That's what causes us to act, whether it's getting a glass of water to quench thirst or reading a book to gain knowledge. Our physiological and psychological needs drive us, our cognition directs us, and emotions direct the intensity and energy to our pursuits. When the combination of antecedent conditions and internal motives is aligned, they create an environment ripe for engagement, which drives action behavior. When these behaviors, in turn, create more positive motivational and emotional states, they reinforce the behavior through positive feedback and increase the likelihood of repetition (Hasibuan, 2018).

According to Ronald and Milkha (2018: 99), turnover is the tendency or intensity of individuals to leave the organization for various reasons, including the desire to get a better job. Currently, it is very important to keep employees committed to the company. One of the ways is to motivate employees so that work performance for employees can be created by applying compensation to employees that is as fair as possible, meaning that compensation is given fairly.

Basically, an employee is motivated to work when he feels that the rewards given can be distributed fairly, for example in the provision of wages and incentives. Therefore, companies must pay attention to human resource management so that compensation and motivation are more optimal and employee and organizational turnover is more effective, as well as demonstrating the principles of management science are needed and can be utilized so that organizational performance develops.

Based on the description above, the problem can be formulated as follows:

1. Is there a significant effect of compensation on employee turnover at PT Indofood CBP Sukses Makmur Tbk. Snack Division?
2. Is there a significant effect of motivation on employee turnover at PT Indofood CBP Sukses Makmur Tbk. Snack Division?
3. Is there a significant effect of compensation and motivation on employee turnover at PT Indofood CBP Sukses Makmur Tbk. Snack Division?

Good research must have a specific purpose so that the researcher has a clear direction and method. As for this research aims:

1. To determine the effect of compensation on employee turnover at PT Indofood CBP Sukses Makmur Tbk. Snack Division.
2. To determine the effect of motivation on employee turnover at PT Indofood CBP Sukses Makmur Tbk. Snack Division
3. To determine the effect of compensation and motivation on employee turnover at PT Indofood CBP Sukses Makmur Tbk. Snack Division.

## LITERATURE REVIEW

### *Turnover Intention*

Turnover intention has become a fundamental problem in non-profit organizations. Non-profit organizations continue to lose staff consistently and

often employees leave to work for other non-profit organizations (Brewster, 2020). According to Lee, Tocara Jeneshia (2017), turnover intention refers to an employee's voluntary plan to leave the organization where he works. Productivity in an organization will decrease when quality employees resign or leave, because they leave with their knowledge and expertise while working in the organization.

Intent to stay is defined as the employee's intention to continue in the present working relationship with their current employer for the long term. According to Larkin (2015) turnover intention can be described as an individual's behavioral desire or intention to leave their organization. Turnover intention is a construct from behavioral, psychological, and organizational knowledge, and is considered a strong indicator of future organizational progress.

### ***Compensation***

Compensation is something that employees receive as a substitute for the contribution of an organization's services. Compensation is a function in organizational management that relates to all types of awarding individual employees in exchange for remuneration for work activities carried out (Gopar, 2017).

Mangkunegara argues that the process of administering wages or salaries (sometimes called compensation) involves consideration or balancing calculations (Hardiyana et al. 2016). Compensation includes direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve high productivity (Siwy, 2017).

### ***Work Motivation***

When employees experience more meaning in working in a non-profit organization, we hope they will not quit their jobs. The meaning of work as a positive work-related state is considered as a resource that helps employees deal with stress at work and maintain their well-being (Yun et al. 2019). Meaning in this work is the motivation of employees to continue working in non-profit organizations. Motivation has various meanings depending on the angle from which one discusses it. While the word motive is often termed encouragement. This encouragement or energy is the movement of the soul and body to act, so that this motive is a driving force that moves humans to behave and, in their actions, have a specific purpose (Sila et al. 2019). Motivation can simply be interpreted as "motivating" which implicitly means that the leader of an organization is in the midst of his subordinates, thereby being able to provide guidance, instructions, advice and correction if necessary (Rachmad, 2015). Meanwhile, other opinions say that motivation is the desire that exists in an individual that stimulates him to take action (Oktiani, 2017). Motivation is an impulse that exists within humans that causes them to do something (Ariyanto & Sulistyorini, 2020).

In human life always hold various activities. One of these activities is manifested in movements called work. According to Moch As'ad (in

Lumentut et al. 2017) work means carrying out a task which ends with works that can be enjoyed by the human being concerned. An important driving factor that causes humans to work, is the presence of needs that must be met (Akbar, 2018).

### ***Hypothesis***

**H1:** Compensation affects Employee Turnover

**H2:** Work Motivation affects Turnover Intention

**H3:** Compensation and work motivation affect employee turnover

## **METHODOLOGY**

### ***Place and Time of Research***

#### ***Research Sites***

This research was conducted at PT Indofood CBP Sukses Makmur Tbk. The Noodles Division, which is located at Jalan Ancol Barat I No. 10, RW. 3, Ancol, Kec. Pademangan, City of North Jakarta, Special Capital Region of Jakarta 14430.

#### ***Research Time***

The research was conducted for 7 (seven) months from November 2022 to May 2023.

### ***Data Determination Techniques***

#### ***Population***

The population in this study were employees of PT Indofood CBP Sukses Makmur Tbk. The Snack Division consists of 171 people.

#### ***Sample***

the sample in this study were all employees of PT Indofood CBP Sukses Makmur Tbk. The Snack division has 120 employees.

### ***Design Analysis and Hypothesis Testing***

#### ***Instrument Test***

1. Validity Test
2. Reliability Test

#### ***Classical Assumption Test***

1. Normality Test
2. Multicollinearity Test
3. Autocorrelation Test
4. Heteroscedasticity Test

#### ***Hypothesis Testing***

1. Multiple Linear Regression Equations
2. Correlation Coefficient Analysis
3. Analysis of the Coefficient of Determination

4. Model Test (Statistical Test t)

5. Model Test (F Statistical Test)

## RESEARCH RESULT

### Data Quality Test

#### Validity Test

**Table 1. Compensating Variable Validity Test Results (X1)**

No	Statement	rcount	r tabel	Information
1	Komp_1	0.624	0,179	Valid
2	Komp_2	0.627	0,179	Valid
3	Komp_3	0.755	0,179	Valid
4	Komp_4	0.717	0,179	Valid
5	Komp_5	0.558	0,179	Valid
6	Komp_6	0.661	0,179	Valid
7	Komp_7	0.655	0,179	Valid
8	Komp_8	0.788	0,179	Valid
9	Komp_9	0.694	0,179	Valid
10	Komp_10	0.647	0,179	Valid

**Table 2. Motivational Variable Validity Test Results (X2)**

No	Statement	rcount	r tabel	Information
1	Mot_1	0.667	0,179	Valid
2	Mot_2	0.632	0,179	Valid
3	Mot_3	0.507	0,179	Valid
4	Mot_4	0.662	0,179	Valid
5	Mot_5	0.615	0,179	Valid
6	Mot_6	0.707	0,179	Valid
7	Mot_7	0.622	0,179	Valid
8	Mot_8	0.674	0,179	Valid
9	Mot_9	0.532	0,179	Valid
10	Mot_10	0.601	0,179	Valid

**Table 3. Results of Validity Test of Employee Turnover Variable (Y)**

No	Statement	rcount	r tabel	Information
1	TK_1	0.690	0,179	Valid
2	TK_2	0.608	0,179	Valid
3	TK_3	0.616	0,179	Valid
4	TK_4	0.729	0,179	Valid
5	TK_5	0.610	0,179	Valid
6	TK_6	0.652	0,179	Valid
7	TK_7	0.648	0,179	Valid
8	TK_8	0.694	0,179	Valid
9	TK_9	0.553	0,179	Valid
10	TK_10	0.532	0,179	Valid

**Reliability Test**

Reliability Test Resut for Variable Compensating (X1)

**Table 4. Reliability Statistics**

Cronbach's Alpha	N of Items
.906	10

**Table 5. Reliability Test for Variabel Motivational (X2)  
 Reliability Statistics**

Cronbach's Alpha	N of Items
.885	10

**Table 6. Reliability Test for Variabel Turnover Employee (Y)  
 Reliability Statistics**

Cronbach's Alpha	N of Items
.892	10

**Simple Linear Regression Analysis Test**

**Table 7. Test Results of Simple Linear Regression Analysis of Compensating Variables Against Employee Turnover Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.985	2.451		8.563	.000
	Kompensasi on	.532	.058	.644	9.134	.000

a. Dependent Variable: Turnover

Based on the results of the regression calculation in the table above, it can be obtained the regression equation  $Y = 20,985 + 0.532 X1$ . From the equation above, it can be concluded as follows:

If the value  $X = 0$  will be obtained  $Y = 20,985$  This means that the value (a) or a constant of 20,985 this value indicates that when Compensation (X1) is worth 0 or does not increase, then Employee Turnover (Y) will still be worth 20,985 value regression coefficient (b) of 0.532 (positive), which shows a unidirectional effect, which means that if the compensation is increased by one unit, it will increase employee turnover by 0.532 units.

**Table 8. Test Results of Simple Linear Regression Analysis of Motivational Variables Against Employee Turnover Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.953	3.558		8.138	.000
	Motivasi	.337	.084	.347	4.024	.000

a. Dependent Variable: Turnover

Based on the results of the regression calculations in the table above, we can obtain the regression equation  $Y = 28,953 + 0.337 X_2$ . From the equation above, it can be concluded as follows:

If the value  $X = 0$  will be obtained  $Y = 28,953$  This means that the value (a) or a constant of 28,953 this value indicates that when motivation ( $X_2$ ) is 0 or does not increase, then Employee Turnover ( $Y$ ) will still be worth 28,953 regression coefficient value (b) of 0.337 (positive), which shows a unidirectional effect, which means that if motivation is increased by one unit, it will increase employee turnover by 0.337 units.

### *Multiple Linear Regression Analysis Test*

**Table 9. Multiple Regression Analysis Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.800	3.216		5.535	.000
	Kompensasion	.495	.063	.599	7.880	.000
	Motivation	.112	.074	.115	1.518	.132

Based on the table above the results obtained from the regression coefficient above, a regression equation can be made as follows:

$$Y = 17,800 + 0.495 X_1 + 0.112 X_2$$

Based on the multiple regression equation formed above, it can be concluded that: the Compensation and Motivation variables have positive coefficients on the Employee Turnover variable. The coefficient of the Compensation variable gives a value of 0.495, which means that if the Compensation variable gets better assuming other variables are constant, the

Employee Turnover variable will experience an increase. The motivation coefficient gives a value of 0.112 which means that if the motivation variable gets better assuming the other variables are constant, employee turnover will increase.

**Determination Coefficient Test (R2)**

**Table 10. Coefficient Determination Test Results for Compensation (X1) on Employee Turnover (Y)**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 <sup>a</sup>	.414	.409	3.470

Based on the table above, it can be seen that the Adjusted R square is 0.409 or 40.9%. This shows that the percentage of the influence of the independent variable Compensation (X1) on the dependent Employee Turnover is 40.9% while the rest (100% - 40.9% = 59.1%) is influenced or explained by other variables outside the variables studied.

**Table 11. Coefficient Test Results for Determination of Motivation (X2) on Employee Turnover (Y)**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.985	2.451		8.563	.000
	Kompensasi on	.532	.058	.644	9.134	.000

a. Dependent Variable: Turnover Karyawan

Partially (t test) obtained a tcount of 9.134 while ttable of 1.657 with a significant level of 0.000 in other words tcount 9.134 > ttable 1.657 with a significant level of 0.000 < 0.05. This means that Ha1 is accepted. So, it can be said that compensation has a significant effect on employee turnover.

**Table 12. Partial Test Results (t test) Variable Motivation on Employee Turnover Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.953	3.558		8.138	.000
	Motivation	.337	.084	.347	4.024	.000

a. Dependent Variable: Turnover

Partial (t test) obtained a tcount of 4.024 while ttable of 1.657 with a significant level of 0.000 in other words tcount 4.024 > ttable 1.657 with a significant level of 0.000 < 0.05. This means that Ha1 is accepted. So, it can be said that Motivation has a significant effect on employee turnover.

### Simultaneous Test (F)

**Table 13. Simultaneous Test Results (F)**  
ANOVA<sup>a</sup>

Model	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. Predictors: (Constant), Motivasi, Kompensasi

From the table above it can be seen that the Fcount value is 43,333 while the Ftable is 3.07, so 43,333 > 3.07. Thus, and statistically obtained with a significant value of 0.000 < 0.05. From these data it can be interpreted that the hypothesis is accepted. This shows that compensation and motivation simultaneously have a significant effect on employee turnover.

### CONCLUSIONS AND RECOMMENDATIONS

1. Compensation has a positive effect on Employee Turnover, this can be seen from the t test with a tcount value of 9,134 > ttable 1,657 with a significance level of 0.000 this value is less than 0.1 (0.000 < 0.1).
2. Motivation has a positive effect on Employee Turnover, this can be seen from the t test with a tcount of 4,024 > ttable of 1,657 with a significance level of 0.000 this value is greater than 0.1 (0.000 < 0.1).
3. Compensation and Motivation have a positive and significant effect on Employee Turnover, this can be seen from the results of the F test with Fcount of 43,333 while Ftable of 3.07 means 43,333 > 3.07. Thus, it can be interpreted that discipline and motivation simultaneously have a significant influence on employee turnover.

### ACKNOWLEDGMENT

1. Compensation Variable (X1) the weakest statement is that the leader gives freedom in making decisions related to the work that is the responsibility of the employee, this can be seen in the demand indicator

for the accuracy of the 10th statement where an average value of 4.10 is obtained. For the better, the leadership can give freedom to its employees in completing every job that is their responsibility.

2. Motivation Variable (X<sub>2</sub>), the weakest statement is that employees are expected to be able to complete work in a timely manner on the indicator of effective use of time in statement 3 where an average value of 4.18 is obtained. For better leadership and employees can use time as effectively as possible in completing each job that is their responsibility, so that time discipline is maintained.
3. Performance Variable (Y) the weakest statement is increasing the ability of employees to make the right decisions on the cooperation indicator in statement 9, where an average value of 4.29 is obtained. For a better leadership, in addition to giving responsibility also freedom to employees in making decisions in every job

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