



## WORK MOTIVATION AND EMPLOYEE ENGAGEMENT AS PREDICTORS OF TURNOVER INTENTION

Ria Safitri<sup>1)</sup>, Wiwi Hartati<sup>2)</sup>, Sylvani<sup>3)</sup>

<sup>1,2,3</sup> Faculty Of Economics and Business, Muhammadiyah University Of Cirebon , Indonesia

<sup>1,2,3</sup> [safitriiria631@gmail.com](mailto:safitriiria631@gmail.com)

### ARTICLE HISTORY

Received:

July 28, 2025

Revised

August 18, 2025

Accepted:

August 29, 2025

Online available:

October 23, 2025

Keywords:

Employee Engagement, Work  
Motivation, Turnover Intention

\*Correspondence:

Name: Ria Safitri I

E-mail: [safitriiria631@gmail.com](mailto:safitriiria631@gmail.com)

### Editorial Office

Ambon State Polytechnic

Centre for Research and

Community Service

Ir. M. Putuhena Street, Wailela-

Rumahtiga, Ambon

Maluku, Indonesia

Postal Code: 97234

### ABSTRACT

**Introduction:** This study examines the relationship between the intention to leave among PT X workers and their degrees of job motivation and engagement. The company has recently had a high turnover rate, challenging operational consistency and elevating hiring costs. Turnover intention denotes an employee's inclination to quit from their position, shaped by several organizational and psychological factors. Intrinsic and extrinsic job motivation, coupled with employee engagement defined as the emotional and intellectual involvement of employees in their work are considered to significantly impact this purpose.

**Methods:** A quantitative explanatory research methodology was employed, utilizing a saturated sample of 234 employees. Data were gathered by questionnaires, and multiple linear regression analysis was performed using SPSS. Assessments of validity and reliability were essential to the instrument testing procedure, succeeded by t-tests and F-tests performed at a 5% significance level to evaluate the hypothesis.

**Results:** The data indicate that there is no statistically significant relationship between employee engagement and the intention to leave. Conversely, employment motivation demonstrates a substantial negative correlation, suggesting that as an employee's drive escalates, their likelihood of leaving the firm decreases. Turnover intention is significantly affected by job motivation and employee engagement. The results indicate that although employee involvement is crucial, diminishing turnover intentions may be more successfully achieved by improving job motivation. To retain talent and minimize employee turnover, organizations are advised to adopt incentive methods, including career progression, recognition, and equitable compensation frameworks.

**Keywords:** Employee engagement, work motivation, turnover intention

## INTRODUCTION

In an age of escalating global competitiveness, firms must possess human resources that are not only of superior quality but also capable of sustaining and optimizing contributions over the long term. A primary difficulty confronting firms today is elevated turnover intention, defined as the propensity of employees to resign from their positions. Turnover intention acts as a preliminary signal of the likelihood of real turnover, which can adversely affect work efficiency and elevate recruitment and training expenses (Jannavi, 2024; Wahyudi et al., 2024). Numerous prior research studies have found several characteristics that affect the intention to change employment. Faktor-faktor ini mencakup kepuasan kerja, stres kerja, motivasi kerja, dan keterlibatan karyawan (Meidytania et al., 2022; Meri Astuti & Ariani Mayasari, 2021). Intrinsic and extrinsic job motivation have been demonstrated to significantly correlate with employee performance and loyalty. Increased job motivation correlates with heightened employee engagement with the organization and a diminished inclination to resign (Nining et al., 2023; Yosodipuro et al., 2021). Conversely, employee engagement denotes the degree of psychological attachment individuals possess towards their work, which directly influences productivity and retention (Siswono et al., 2016). Minimal involvement may result in disengagement, a condition when employees feel undervalued or lack an emotional connection to the company, prompting a desire to seek alternative employment (Startup, 2016; Muhajirin et al., 2024). This study seeks to examine the impact of employee engagement and work motivation on the propensity to change employment. Comprehending the correlation among these variables is essential for formulating efficient human resource management strategies, particularly in endeavors to retain high-performing individuals.

## LITERATURE REVIEW

### Employee Engagement

Employee engagement is a crucial factor in optimizing organizational performance. It reflects the emotional and intellectual connection employees have with their work and the company's vision. Highly engaged employees exhibit enthusiasm, responsibility, and a willingness to contribute beyond expectations. Conversely, low engagement can result in decreased effectiveness, increased absenteeism, and a greater desire to resign. Emotionally engaged employees demonstrate commitment, put in extra effort, express loyalty, and show a strong desire to remain part of the organization. According to Schaufeli and Bakker (2004:295) (Siswono et al., 2016), employee engagement consists of three main dimensions and indicators, namely: 1. Vigor (Siswono et al., 2016) With the following indicators: a. Energy and stamina levels, b. Seriousness in work, c. Tenacity and perseverance. 2. Dedication With the following indicators: a. Sacrifice of energy and thought, b. Sense of meaning, 3. Enthusiasm d. Pride. Absorption With the following indicators: a. Concentration, b. Seriousness, c. Enjoyment of work.

### Work Motivation

Work motivation is vital in shaping employee behavior and influencing performance. It serves as the primary driver for individuals to carry out tasks and responsibilities effectively. Motivation can be intrinsic such as the desire for personal growth and satisfaction or extrinsic, such as financial incentives, bonuses, and rewards. High levels of motivation are usually associated with better work performance and greater job satisfaction due to the fulfillment of both psychological and material needs. Motivation is defined as the internal and external forces that drive individuals toward specific goals. The balance between intrinsic and extrinsic motivation is essential in fostering enthusiastic, productive, and satisfied employees. According to Wibowo (2011) (Yosodipuro et al., 2021), work motivation can be seen through several dimensions and indicators, namely: The drive to achieve with the following indicators according to Wibowo (2011): target achievement, quality of work results, responsibility readiness to face risks, The desire to expand social relationships with the following indicators according to Wibowo (2011): As seen through communication skills, Building friendships, The need to master a job, with the following indicators according to Wibowo (2011): Leadership, role as a company representative, and exemplary behavior.

### **Turnover intention**

Turnover intention is a significant factor that requires careful consideration from organisations, as high-caliber human resources will enhance employee performance. Elevated turnover intention can adversely affect the stability and efficacy of a company's operations; if this situation continues, the company's sustainability and performance may be jeopardised (Hartini et al., 2023). Wahyuni et al. (2023) characterise turnover intention as the propensity or intention of employees to depart from their roles. Sakti et al. (2024) assert that turnover intention signifies an individual's inclination or disposition towards prospective job partnerships. Robbins (2016) clarifies that turnover intention refers to the likelihood of an employee leaving their employment, whether by personal choice or organisational decision.

Mobley (2016) (Startup, n.d.) identifies three aspects and indications of turnover intention. 1. Considerations about resignation The indications, as delineated by Mobley (2016), are as follows: a. Outlines the degree to which an individual contemplates departing from their employment or persisting in their existing position. Desire for departure The indications, as delineated by Mobley (2016), are as follows: a. An individual's inclination to pursue other work options. 3. Desire to seek new employment The indications, as delineated by Mobley (2016), are as follows:

a person's genuine intention to resign from their employment.

### **Previous Study**

The study "The Influence of Employee Engagement, Reward, and Punishment on Employee Turnover Intention at PT X" by Aulya Nur Andini and Novianto Eko Nugroho (2024), published in the Journal of Management Science and Research, seeks to examine the correlation between employee engagement, reward, and punishment and employees' intentions to depart from the organization. This study's results demonstrate that the three variables employee engagement, rewards, and punishments positively and significantly influence employees' intention to depart. This research employs a quantitative methodology including a population of 200 employees and a sample size of 67 participants. Two of the four factors in this study, specifically employee engagement and rewards, align with those in my research; thus, these findings can provide a pertinent reference and enhance the theoretical framework of my study. "The Impact of Employee Engagement and Organizational Culture on Turnover Intention at PT Cahaya Bumi Nasional in Denpasar," October 2023 Journal of Management, Entrepreneurship, and Tourism (Vol. 3, No. 10, pp. 2021–2029), I Made Pasek Widiarta, Putu Yudy Wijaya, and I Made Astrama. This study's results demonstrate that employee involvement significantly reduces turnover intention, while organizational culture similarly negatively affects turnover intention. Both employee engagement and organizational culture concurrently exert a favorable and strong influence on employee turnover intention. This research is distinguished by its location, having been undertaken at PT Cahaya Bumi Nasional in Denpasar. This study significantly contributes to supporting the theoretical framework and analytical methodology utilized in my research due to the similarity in the analytical approaches employed. A study published in the Journal of Business Administration Science (Vol. X, No. 3) by Choirul Ibnu Setianto, Sudharto Prawoto Hadi, and Agus Hermani Daryanto Seno examines the influence of two critical factors in the work environment on employees' intention to depart from the organization. The research indicates that workload influences turnover intention, while work motivation also plays a role in turnover intention; together, these variables significantly affect employees' turnover intention. This study encompassed 85 participants from the complete population of hospital staff. The two factors examined in this study, specifically work motivation and turnover intention, are also utilized in my research, rendering the findings of this study pertinent and corroborative of the empirical investigation I am undertaking. entitled "The Impact of Workload and Work Motivation on Employee Turnover Intentions at Panti Wilasa Citarum Hospital, Semarang,"

### **Hypotesis**

H1: Employee Engagement affects Employee Turnover intention at PT X

H2: Work motivation affects Employee Turnover intention at PT X

H3: Employee Engagement and work motivation simultaneously affect Employee Turnover intention at PT X

## RESEARCH METHODS

This study used a quantitative design to ascertain the impact of employee engagement and job motivation on turnover intentions. The quantitative technique was selected due to its capacity to objectively elucidate the correlations between variables via the examination of numerical data acquired via questionnaires. This study was carried out at PT X. This research examines the prevalent inclination of employees to quit, which is hypothesized to stem from diminished workplace involvement and insufficient work drive. By comprehending these characteristics, the organization is anticipated to diminish turnover intentions and enhance staff retention. The research time spans approximately three to four months, encompassing instrument development, questionnaire distribution, data processing, and final report compilation. This study examines employee engagement (X1) and job motivation (X2) as independent variables, with turnover intention (Y) as the dependent variable. The research population comprises all permanent workers of PT X. The sample was ascertained by a saturated sampling method including 232 employees. The employed study method is a closed questionnaire utilizing a five-point Likert scale, formulated according to indicators derived from pertinent theories. Employee engagement is assessed by signs from Schaufeli and Bakker; work motivation pertains to Herzberg's or McClelland's theories, whilst turnover intention is evaluated using indicators from Mobley. Prior to utilization, the questionnaire undergoes validation and reliability testing to ascertain its precision and consistency. Data analysis is performed in multiple stages, including validity and reliability testing, classical assumption testing (normality, multicollinearity, heteroscedasticity, and autocorrelation), multiple linear regression analysis, partial testing (t-test), simultaneous testing (F-test), and the coefficient of determination ( $R^2$ ). Data processing is conducted via SPSS software.

## RESULT AND ANALYSIS

### Validity Test

In the author's research on employee engagement, work motivation and turnover intention using 234 respondents and with a sig alpha level of 0.05%,  $df\ 234-2 = 232$  t table obtained is 0.128. Data processing using the SPSS 25 computer program, the calculated r results for each variable are as follows:

Table 1  
Validity Test

Variabel	Indikator	Pearson Correlation	r-table	Note
Employee Engagement	P1	0.620	0.128	Valid
	P2	0.659		Valid
	P3	0.700		Valid
	P4	0.709		Valid
	P5	0.753		Valid
	P6	0.793		Valid
	P7	0.692		Valid
	P8	0.753		Valid
	P9	0.729		Valid
	P10	0.670		Valid
Work Motivation	P1	0.607	0.128	Valid
	P2	0.685		Valid
	P3	0.737		Valid
	P4	0.725		Valid
	P5	0.763		Valid
	P6	0.784		Valid
	P7	0.673		Valid
	P8	0.704		Valid
	P9	0.696		Valid
Turnover intention	P1	0.799	0.128	Valid
	P2	0.880		Valid
	P3	0.843		Valid

### Reliability Test

To facilitate the research, the author presents the SPSS 25 output data. The questionnaire is considered reliable if the Cronbach's alpha value is  $>0.70$ . However, if the Cronbach's alpha value is  $<0.70$ , it is considered unreliable.

Table 2  
Reliability Test

No	Variable	Cronbach Alpha	Note
1	Employee Engagement	0,889	Reliabel
2	Work Motivation	0,876	Reliabel
3	Turnover Intention	0,792	Reliabel

The results of the reliability test shown in the figure indicate a Cronbach's Alpha value of 0.889. This value indicates that the instrument used has high reliability or good internal consistency. Since it exceeds the generally accepted minimum standard (0.7), this instrument is declared reliable. Therefore, if the measurement is repeated using the same items, the results will tend to be similar. This test consists of 10 statements, as listed in the "N of Items" section. From the reliability test results shown in the figure, a Cronbach's Alpha value of 0.876 was obtained. This value indicates that the instrument used has high reliability or good internal consistency. Since it exceeds the generally accepted minimum standard (0.7), this instrument is declared reliable. Therefore, if the measurement is repeated using the same items, the results will tend to be similar. This test consists of 9 statements, as listed in the "N of Items" section. The reliability test results for the "Turnover Intention" variable show a Cronbach's Alpha value of 0.792. According to the criteria shown in the image, the questionnaire is considered reliable if the Cronbach's Alpha value exceeds 0.70; thus, this instrument can be categorized as reliable or consistent. This reliability test includes 3 statement items, as shown in the "N of Items" section.

### Multiple Linear Regression Test

It is an analytical technique used to measure the extent to which two or more independent variables simultaneously or partially affect the dependent variable. This method allows researchers to understand the relationships between variables and predict the value of the dependent variable based on the combination of independent variables.

Table 3  
Multiple Linear Regression Test

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.025	1.398	1.448	.149
	X1	.024	.088	.044	.787
	X2	.246	.094	.428	.010

The linear regression equation from the table above is  $Y = 2.025 + 0.024 + 0.246$ .

Here is the interpretation of the equation:

1. The results of the multiple linear regression analysis show a constant value of 2.025. This figure indicates that when the independent variables X1 and X2 are at zero, the value of the dependent variable (Y) is estimated to be 2.025.
2. The regression coefficient for variable X1 is 0.024, which indicates that each one-unit increase in variable X1,

assuming variable X2 remains constant, will result in an increase in variable Y by 0.024. However, the significance value (p-value) for variable X1 is 0.787, which exceeds the significance threshold of 0.05. Therefore, it can be concluded that the effect of variable X1 on variable Y is not statistically significant.

3. The regression coefficient for variable X2 of 0.246 indicates that each one-unit increase in variable X2, assuming variable X1 is constant, will decrease the value of variable Y by 0.246. The significance value for variable X2 is 0.010, which is less than the significance level of 0.05; hence, it can be concluded that variable X2 has a statistically significant effect on variable Y.

### T-test (Partial)

The t-test is used to evaluate the influence of each independent variable individually on the dependent variable. This analysis aims to assess whether each independent variable contributes significantly to explaining the dependent variable. The fundamental decision-making procedure in the T-test is as follows: If the Sig. value is  $< 0.05$ , it can be concluded that the independent variable significantly affects the dependent variable. If the Sig. value is greater than 0.05, then there is no significant influence of the independent variable on the dependent variable.

**Table 4**

### T-test Employee engagement(X1)

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.377	1.409		1.686
	EMPLOYEEENGAGEMENT	0.238	0.031	0.445	0.000

a. Dependent Variable: TURNOVER INTENTION

Sumber: SPSS 25 2025

The analysis results show that the significance value of 0.000 is far below the maximum significance threshold of 0.05, indicating that the impact of employee engagement on turnover intention is statistically significant. In addition, the t-statistic value of 7.563 is significantly greater than the t-table value of 0.1970, thus the alternative hypothesis (H1) is accepted and the null hypothesis (H0) is rejected.

**Table 5**

### t-test Work Motivation (X2)

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.124	1.347		1.577
	MOTIVASI KERJA	0.270	0.033	0.470	8.102

a. Dependent Variable: TURNOVER INTENTION

Sumber: SPSS 25 2025

rejected and the alternative hypothesis ( $H_1$ ) is accepted. Therefore, it can be concluded that work motivation has a significant influence on employees' desire to leave the company.

### F-Test

The F test is used to determine whether the independent variables together have a significant effect on the dependent variable. In this study, the F test aims to see whether employee engagement and work motivation simultaneously affect turnover intention. The decision-making criteria are as follows: If the significant F value is  $< 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted, which means all independent variables simultaneously have a significant effect on the dependent variable. If the significant F value is greater than 0.05, then  $H_0$  is accepted and  $H_1$  is rejected, which means there is no significant simultaneous effect of the independent variables on the dependent variable.

Table 6

### F-test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201.366	2	100.683	32.728	.000 <sup>b</sup>
	Residual	710.634	231	3.076		
	Total	912.000	233			

a. Dependent Variable: TURNOVERINTENTION

b. Predictors: (Constant), MOTIVASIKERJA, EMPLOYEEENGAGEMENT

Sumber: Pengolahan SPSS 25 tahun 2025

The results of the F-test show a calculated F value of 32.728 with a significance level of 0.000. A significance level below 0.05 indicates that this regression model is valid for analyzing the relationships between variables. Additionally, the calculated F value exceeding the table F value of 1.651 indicates that the applied model is statistically significant. Therefore, it can be concluded that employee engagement and work motivation together have a significant impact on the intention to change jobs.

## CONCLUSION

Based on data analysis and discussion, it is concluded that employee engagement and work motivation simultaneously have a significant impact on employees' intention to leave PT X. This indicates that both variables can contribute to an increased probability of employees leaving the company when combined. Emotional and psychological engagement of employees in their work, as well as internal and external motivations that drive them to work, are crucial in a dynamic work environment. However, the results of the partial analysis indicate that only work motivation has a significant and negative impact on the intention to change jobs. On the contrary, the employee engagement variable does not have a significant individual impact on employees' desire to leave their jobs.

. Although employee engagement is theoretically related to loyalty and job satisfaction, the current level of employee engagement is not sufficient to influence their decision to stay with the company or leave it. Ambiguity in role allocation, lack of open communication between management and employees, lack of opportunities to engage in the decision-making process, and inadequate recognition of individual contributions are many factors that can lead to this.

. As a result, employees are not fully emotionally or psychologically attached to the company, even though they are physically present and fulfill their responsibilities.

## REFERENCES

- Ardiansyah, A., & Mahargiono, P. B. (2021). Pengaruh Kualitas Layanan, Harga dan Kepercayaan Terhadap Kepuasan Pelanggan Pontjo Bambang Mahargiono Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya. *Jurnal Ilmu Dan Riset Manajemen*, 10(2), 1–18.
- Ariadi, M. R., Fahmi, Y., Studi, P., Publik, A., Tinggi, S., & Administrasi, I. (n.d.). *Kantor Kecamatan Sungai Pandan*. 2016, 221–227.
- Hizbul Muflihini, M. (2024). *Motivasi Kinerja*.
- Ii, B. A. B. (2011). *Bab ii kajian pustaka dan kerangka pemikiran dan hipotesis 2.1*. 19–66.
- Iii, B. A. B., & Penelitian, A. T. (2018). *Metodologi Penelitian*. 49–61.
- Jannavi, A. N. (2024). *Pengaruh Kepuasan Kerja dan Stres Kerja Terhadap Turnover Intention Pada Karyawan di Perusahaan Konstruksi Bangunan*. 2(4), 58–72.
- Meidytania, V. P., Frianto, A., & Surabaya, U. N. (2022). *Jurnal Ilmu Manajemen*. 12, 32–42.
- Meri Astuti, D. G., & Ariani Mayasari, N. M. D. (2021). Pengaruh Beban Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja Pegawai Pada Lapas Kelas IIB Singaraja. *Bisma: Jurnal Manajemen*, 7(2), 255. <https://doi.org/10.23887/bjm.v7i2.32313>
- Muhajirin, Risnita, & Asrulla. (2024). 11+Gm+82-92. *Journal Genta Mulia*, 15(1), 82–92.
- Nining, A., S., Jaenab, & Wulandari. (2023). Pengaruh Motivasi Terhadap Kinerja Pegawai Pada Dinas Komunikasi Dan Informatika Kabupaten Bima. *Trending: Jurnal Ekonomi, Akuntansi Dan Manajemen*, 1(4), 392–405. <https://doi.org/10.30640/trending.v1i4.1723>
- Siswono, D., Bisnis, P. M., Manajemen, P. S., Petra, U. K., & Siwalankerto, J. (2016). *Pengaruh Employee Engagement Terhadap Kinerja Karyawan Di Rodex Travel Surabaya*. 4(2).
- Startup, D. I. P. (n.d.). *TEROPONG : Jurnal Ilmiah Manajemen dan Bisnis*. 2016, 16–28.
- Wahyudi, I., Nurmalasari, A., Bikorin, B., Akmal, M., & Primartono, R. (2024). *Kajian Literatur : Faktor Yang Mempengaruhi Turnover Intention Karyawan Dalam Manajemen Sumber Daya Manusia Institut Sains & Teknologi Akprind Yogyakarta tenaga kerja dalam suatu perusahaan . turnover intention . 2(2)*.
- Yosodipuro, A., Susilo, M. H., Baskara, F., Anugrahwati, J., & Persero, I. (2021). *Analisis Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pt . Bank Rakyat Indonesia Persero Tbk Kantor Cabang Veteran Di Jakarta Pusat*. 4(1), 49–57.