

## LITERATURE STUDY: THE ROLE OF WORK MOTIVATION IN REDUCING EMPLOYEE TURNOVER RATE IN THE GARMENT INDUSTRY IN WONOGIRI

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### Abstract

*This study aims to analyze the role of work motivation in reducing turnover intention among employees. High work motivation is proven to be directly related to the reduced desire of employees to leave the company. This study examines various factors that affect work motivation, such as fair compensation, adequate incentives, a positive organizational climate, and opportunities for career development. The research method uses literature studies from various journal and theoretical references. The results of the study show that employees who feel valued through proper compensation, appropriate rewards, and a supportive work environment tend to be more passionate, loyal, and committed to the company. In addition, high work motivation also helps reduce excessive work stress, which is often the main reason employees look for other jobs. The study also found that salary satisfaction, commitment to the organization, and a supportive work environment contributed to a decrease in turnover intention. Employees who feel tied to the company's goals and values are more likely to stay afloat and contribute optimally to their work. By creating a positive work environment, providing fair incentives, and providing opportunities for self-development, companies can significantly reduce turnover intention. This research suggests that companies focus on increasing employee motivation through the right steps to create loyalty, improve performance, and achieve long-term and sustainable success. This effort not only helps reduce turnover intention but also supports the company's success in retaining the best talent.*

**Keywords:** incentives, compensation, work motivation, turnover

### Introduction

The phenomenon of problems that occur in the Wonogiri garment industry shows the high level of employee turnover, which is influenced by various motivational factors such as a less conducive work environment, lack of appreciation for employees, and limited opportunities for career development, which contributes to a decrease in work motivation and increases the tendency of employees to leave the company. The high *turnover* is an indication of problems in human resource management which can ultimately have a negative impact on the company's performance. This phenomenon is a major concern, because high *turnover* not only affects productivity, but also increases recruitment and training costs. In this context, work motivation is one of the most decisive factors in reducing *turnover intention*. Turnover occurs when a person decides to resign from their job after considering factors such as job satisfaction levels and existing career opportunities (Kuvaas and Dysvik, 2018). Therefore, creating working conditions that motivate and increase job satisfaction is an important step to reduce turnover intention.

Research conducted by Rustiawan (2023) shows that there is a significant relationship between work motivation, salary satisfaction, and organizational culture on employee turnover rates. This phenomenon shows that employees who have low motivation or feel dissatisfied with their salary and organizational environment tend to have the intention to change workplaces. In contrast, employees are more likely to stay if they have high motivation, a supportive work environment, and adequate compensation.

Motivation can be interpreted as an effort to find the right way to encourage employee morale, so that they are willing to work diligently and give all their potential and expertise to achieve company goals (Hasibuan 2017:23). High work motivation can increase employee commitment, satisfaction, and loyalty to the company. Employees who are motivated to give their best contribution are more likely to stay at the company and are less likely to change workplaces. Therefore, understanding and managing work motivation effectively can help companies overcome the problem of high *turnover* in the company. Work motivation indicators include (1) enthusiasm and involvement in work, (2) optimism and unyielding attitude, and (3) self-actualization and self-expression that reflects high work motivation. Strong and sustained motivation develops when individuals are able to meet their basic psychological needs, such as a

sense of autonomy, competence, and social relationships (Susanto 2017). Maslow's hierarchy of needs can be broadly applied to human resource management and work motivation. Such as, Salary and Benefits, Job security, Career development, Supportive work environment.

In addition, the factor that affects turnover intention is organizational commitment in the company. This commitment can also be understood as a sense of identity and a desire to contribute in a job that requires great responsibility (Osinsky and Mueller, 2016). Job satisfaction, company culture, type and environment of work, leadership characteristics, as well as other situational variables such as salary, promotion opportunities, and positions obtained also influence the employee's decision to leave the company.

Compensation is also one of the key factors that affect employee work motivation. In general, compensation refers to the rewards that companies give to employees as a form of appreciation for their contributions and performance. Compensation refers to all forms of rewards that employees receive, whether in the form of money or goods, directly or indirectly, as an appreciation for the contributions they make to the company (Hasibuan 2017:19)

Appropriate incentives can increase employee motivation, create a sense of appreciation, and lower turnover rates by reinforcing their commitment and loyalty to the company. Incentives are a form of reward beyond salary that is given to employees based on their performance, with the goal of encouraging employees to perform better and achieve higher levels of performance. Therefore, a person will be more motivated to work hard if they have a high morale. Providing incentives is one of the most important things for companies to pay attention to. The amount of incentives received can also affect the level of employee morale. If employees feel that the incentives they receive are not worth the effort they put into their work, they tend to become less motivated and lose their enthusiasm for work. This can cause them to work with an inattentive attitude, without strong encouragement or enthusiasm (Header et al, 2015). Against this background, this study aims to explore the role of work motivation in reducing employee turnover in the Wonogiri garment industry.

## Method

The method used is a literature study. The literature study method is an approach that is carried out to collect and analyze from various sources such as reference books, journals, scientific reports and previous research results related to the topic being researched. This method allows researchers to examine theories, empirical findings, and concepts developed in the study of work motivation and employee *turnover*. The source of literature search used in this study was traced through *google scholar* and *Scopus*. From the literature study, the following results were obtained:

**Table 1.**

No.	Heading	Author	Research Results	Equation	Difference
1.	The Influence of Employee Motivation, Salary, Organizational Climate, on Turnover Intention in Fashion Companies	Rustiawan, I. (2023)	Research shows that the higher the motivation of employees, the more satisfied they are with the salary they receive, and the better the organizational climate, the less likely they are to intend to leave their jobs.	Examining the effect of work motivation on <i>turnover</i> .	Combining salary and organizational climate factors as additional variables, not only work motivation.
2.	The Effect of Work Motivation and Compensation on Turnover Intention at PT. NBK	Tj, H. W. (2020)	Motivation and Compensation minimize turnover intention that occurs at PT. NBK.	Examining the effect of work motivation on <i>turnover</i> .	Examines the effects of compensation in addition to motivation, while other articles focus on the influence of organizational

					climate or other factors.
3.	The Effect of Work Motivation, Work Stress and Job Satisfaction of Millennial Teachers on Turnover	Prasetya and Juanita (2021)	Job motivation, job pressure, and job satisfaction all have a strong positive influence on employees' intentions to leave their jobs.	Work motivation affects <i>turnover</i> .	Finding a positive relationship between work motivation and turnover intention.
4.	The Effect of Compensation, Work Motivation, and Workload on Employee Turnover Intention	Purwati, Salim & Hamzah (2020)	At PT Sumatra Inti Cellular Pekanbaru, compensation and workload do not affect employee turnover, but motivation is proven to have a significant influence on turnover rates.	Work motivation affects <i>turnover</i> .	Focus on the relationship of compensation and workload that has no effect on PT. Sumatra Cellular Core.
5.	The Effect of Organizational Commitment, Work Motivation, and Compensation on Employee Turnover Intention at KSU Swadana Giri Kusuma in Pangotan Bangli Village	Diputra, I. P. K. C. O., Landra, & Puspitawati (2021)	At KSU Swadana Giri Kusuma, organizational commitment has a negative effect on performance, while work motivation has a positive and significant influence on employees' intention to leave. In addition, compensation has also been proven to have a negative and significant effect on employee turnover rates.	Work motivation affects <i>turnover</i> .	It was found that organizational commitment had an effect on turnover intention, which was not discussed in other articles.
6.	Anticipating turnover through compensation and work motivation	Sugiarti, E. (2022)	The test results show that compensation and motivation, either separately or together, can affect the turnover rate at PT Telekomunikasi Indonesia.	Work motivation helps anticipate <i>turnover</i> .	Focus on compensation and motivation to prevent turnover without involving other variables such as organizational climate or work stress.
7.	The Effect of Work Motivation on Turnover Intention at PT. Ariana Multikarya Samarinda	Wardana and Jamal (2020)	This study shows that work motivation has a significant influence on turnover intention in PT. Arina Multikarya Samarinda.	Work motivation affects <i>turnover</i> .	It does not discuss compensation or the organizational climate, focusing only on work motivation as a single factor.

8.	Improving Human Resource Management Performance	Khaeruman et al., (2021)	Motivation is related to how to encourage employees to bring out their best potential and work together productively, in order to achieve the company's goals that have been set. Motivation is very important because it can trigger, direct, and support human behavior to work with enthusiasm, resulting in maximum performance.	Work motivation plays a role in turnover management.	It is not directly related to turnover intention, but rather emphasizes motivation in performance.
9.	Understanding the Theories That Speak of Work Motivation	Sunyoto, Wagiman (2023)	Providing the right motivation can arouse enthusiasm, enthusiasm, and seriousness in a person to work.	Work motivation affects work morale and productivity, related to <i>turnover</i> .	Focus on motivation theory and its application in the context of work.
10.	Reinventing Human Resources Management	Tumiwa et al., (2021)	While companies provide great incentives to meet employee needs and set clear work goals, all of that will lose its effectiveness if it is not supported by a motivating work environment.	Work motivation can reduce <i>turnover</i> .	Focus on incentives and work environments that affect long-term motivation.

Source : *Journal of Processed Research*, 2024

## Results And Discussion

### The role of work motivation in reducing turnover intention among employees

Work Motivation Increases Employee Attachment to the Company. High work motivation can strengthen employee attachment to the company. When employees feel motivated, they are more satisfied with their work and more committed to staying with the company. This is in accordance with the findings of Tj, H. W. (2020) and Wardana & Jamal (2020), which show that high work motivation can reduce the intention to leave, because employees feel valued and more excited to work. Work Motivation Reduces Excessive Work Stress. Positive work motivation can also reduce excessive work stress. Research by Prasetya, A. B. (2021) revealed that motivated employees are better able to cope with work pressure and stress, which is often the reason they look for other jobs. With strong motivation, employees tend to stay longer in the company.

### The relationship between work motivation and employee *turnover*

High work motivation can reduce turnover, because employees who feel motivated to work hard and achieve company goals tend to be more loyal and not quick to change jobs. They are more focused on their contributions and feel more attached to the company. Good motivation reduces the desire to move. Research from Rustiawan (2023) and Tj, H. W. (2020) shows that high work motivation directly reduces employees' desire to leave the company. Employees who feel valued and have clear goals are more likely to stay longer, as they feel engaged and valued at work.

Work Motivation as a Solution. Work motivation can be an effective solution to reduce turnover. Sugiarti's research (2022) shows that by increasing motivation and providing fair compensation, companies can prevent employees from leaving their jobs. This shows that strong motivation can be a very effective tool for lowering turnover rates. Motivation and a positive work environment. Sugiarti (2022) also emphasizes the importance of the right motivation to overcome turnover. By providing adequate compensation, rewards, and opportunities for self-development, companies can increase employee

commitment, thereby reducing their intention to leave due to dissatisfaction with the job at hand. Positive Relationship Between Motivation and Performance: Research by Khaeruman et al. (2021) explains that work motivation not only increases morale and enthusiasm, but also plays an important role in achieving maximum results. The higher the work motivation, the lower the employee's intention to leave the company, because employees feel valued and their psychological and professional needs are met.

#### **Motivational factors that contribute to the reduction of turnover intention in the company**

Work motivation plays an important role in reducing turnover intention. Research shows that the higher the employee's work motivation, the less likely they are to leave the company. Motivated employees tend to be more loyal and passionate about their work. Tj, H. W. (2020) and Wardana & Jamal (2020) showed that high work motivation is related to a decrease in turnover intention. Salary satisfaction is a motivating factor that has an impact on reducing turnover intention. Employees who feel their salary is adequate tend to be more satisfied and less intent on leaving the company. Rustiawan, I. (2023) emphasized that high salary satisfaction is related to reduced turnover intention in fashion companies.

Decent compensation and incentives can increase work motivation and reduce turnover intention. Employees who feel rewarded through fair rewards will be more reluctant to leave the company. Tj, H. W. (2020) and Diputra, I. P. K. C. O. (2021) show that good compensation is related to reduced turnover intention, because employees feel valued and get benefits that are comparable to their work. A positive organizational climate greatly affects the reduction of turnover intention. A supportive and rewarding work atmosphere makes employees feel comfortable and more likely to stay in the company. Rustiawan, I. (2023) found that a positive organizational climate is related to reduced turnover intention, because employees feel more valued and comfortable at work.

Commitment to the organization helps reduce turnover intention. Employees who feel attached to the company's goals and values are more likely to stay employed and not think about leaving the company. Diputra, I. P. K. C. O. (2021) shows that high organizational commitment reduces turnover intention, because employees feel more attached to the company. A supportive work environment can reduce turnover intention. Employees who feel supported and cared for in the workplace are less likely to leave the company. Sugiarti, E. (2022) suggests that companies need to pay attention through compensation and motivation to prevent sustainable turnover, emphasizing the importance of creating a positive work environment. High job satisfaction is closely related to the reduction of turnover intention. Employees who are satisfied with their jobs tend to be more loyal and have no intention of leaving the company. Prasetya, A. B. (2021) stated that high job satisfaction has a significant effect on reducing turnover intention, because employees feel more satisfied and comfortable with their work.

#### **Results Of Literature Study**

Overall, most studies support the role of motivation in reducing turnover intention. Work motivation has proven to have a great influence in reducing turnover rates, both directly and together with other factors such as compensation, salary satisfaction, and organizational climate. However, there are also several studies that show that other factors, such as organizational commitment and the work environment, also play a role in influencing turnover, in addition to work motivation itself. Such as research from Purwati, Salim & Hamzah (2020): Stating that compensation and workload have no effect on turnover intention at PT Sumatra Inti Seluler. This is contrary to studies that show that factors other than work motivation, such as compensation, can affect turnover. Diputra, I. P. K. C. O., Landra, & Puspitawati (2021): This study adds that organizational commitment also plays an important role, which is not discussed in most other studies that only focus on work motivation.

#### **Conclusion**

Work motivation has a big role in reducing employee turnover. Employees who feel motivated tend to be more loyal and reluctant to leave the company because they feel valued and connected to the organization's goals. Based on the discussion above, it can be concluded that work motivation plays an important role in reducing employees' intention to leave the company. When work motivation is high, employees feel more connected to the company, less stressed, and feel more satisfied with their work. This causes them to be more committed to staying at the company. Factors such as adequate salary, decent compensation, a positive work environment, and a sense of attachment to the company's goals, are highly influential in lowering employees' desire to leave. Employees who feel valued and supported by the company tend to be more loyal and reluctant to change workplaces. Therefore, companies need to pay attention to work motivation by providing fair compensation, creating a supportive work atmosphere, and providing appropriate rewards. This can reduce turnover intention and increase employee loyalty and performance.

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