The Impact of Employee Engagement and Employee Motivation on Employee Turnover Intention and the Mediating Role of Organizational Commitment

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Abstract: - This study aims to provide a deeper understanding of reducing Turnover Intention (TI) by examining the role of Organizational Commitment (OC) in mediating the relationship between Employee Engagement (EE) and Employee Motivation (EM) toward TI. This study is designed as quantitative research that surveyed 105 employees using online questionnaires in the Sales Marketing division of Fast Moving Consumer Goods (FMCG) companies in the Jabodetabek area, Indonesia. SmartPLS 3.0 was used to analyze the data to obtain the SEM model form and hypothesis outcomes. This study found that EE had an insignificant positive effect on OC, while EM had an insignificant negative effect on OC. This study also remarkably found that OC did not serve the role of mediating the relationship between EE on TI and EM on TI. However, the study has revealed that EM and OC have a significant negative effect on TI, while EE has a significant positive effect on TI. In conclusion, these existing results indicate that, besides these three variables, other variables may affect TI in FMCG industrial organizations.

Key-Words: - Employee Engagement (EE), Employee Motivation (EM), Organizational Commitment (OC), Turnover Intention (TI), FMCG, Sales, Marketing, Consumer Goods.

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1 Introduction

COVID-19 pandemic has accelerated three trends among employees in terms of the pursuit of meaning, the desire for flexibility, and the speed of technological transformation, which has enabled hybrid and virtual working but has also fundamentally changed jobs and the skills required, [1]. A study conducted by McKinsey discovered that within the next six months, several employees will resign or plan to leave their jobs, [2]. In a survey conducted by Microsoft of more than 30.000 employees globally in 2021, 41% considered quitting or switching jobs. A phenomenon where companies experienced high turnover rates, and experts predicted a new wave of voluntary resignations and retirements is known as the great resignation. Dr. Anthony Klotz first coined the term Great Resignation, referring to the estimated number of employees leaving their jobs during or towards the end of the pandemic. Klotz argued that individual awareness has increased due to the pandemic, especially about family time, remote work, passion for work, and life and death, which has changed how individuals view work, [3]. As stated by, [3], that great resignation can also be interpreted as an intention to resign, posing a severe risk to the organization. With this great resignation phenomenon, companies in ASEAN countries face an increasing shortage of skilled labor and the challenge of transitioning employees' work set-up from working at home to working in the office, [4].

This research focused on the Fast-Moving Consumer Goods (FMCG) industry. The FMCG industry refers to companies that sell products quickly with prices that tend to be cheaper so that their products have a short shelf life. The FMCG industry sells products in large quantities and has a relatively high product turnover rate, so its market share is small and competitive. Therefore, as the primary source of the company's revenue, the Sales Marketing division becomes the organization's front line because the organization is required to achieve high sales volume to compensate for low profit margins. The FMCG industry is also experiencing

changes due to the pandemic, ranging from difficulties in obtaining candidates, challenges related to retention, flexibility, and hybrid working, and problems from external pressures related to the competition to acquire high-quality talents, [5].

TI reflects the withdrawal behavior and the encouragement of employees' awareness to leave the organization shortly, [6]. When an organization is aware of the risk of the intention to resign among its employees, it can keep its key talents and attract the best talents so that they do not desire to move to the competitors, [3]. In order to avoid these negative impacts, organizations must be wise and creative to retain their best talents, develop critical skills to fill the existing gaps and attract prospective new talents to join the company.

Organizations will be more successful with engagement among employees and can improve business performance when organizations treat employees as stakeholders for their future and organizations. It means focusing on actual management performance activities such as clarifying job expectations, giving directions to employees about what they need to do with their work, providing professional and career development, and building positive coworking relationships. Engaged employees will deliver better performance and do more than expected. The challenges of organizations today are maintaining existing talents, engaging them, and understanding their thoughts and feelings at every stage of their work, [7].

About 81% of employees surveyed had an engagement, and 19% had no engagement. Employees who do not engage tend to perform poorly, actively seek other jobs, and say bad things about the management or organization in which they work, [8]. This research, [9], shows the achievements Caterpillar can make as a manufacturer of assembly construction equipment due to EE that can save about $8.8 million in cost turnover. In addition to EE, OC is critical in determining more value in the organization, increasing EM and EE, [10]. Research by, [11], [12], also stated that EE positively correlates with OC. An organization will look attractive when it has employees with high commitments because when employees are committed to the organization, it will result in low turnover levels, increase EM, improve the organization, and provide sustainable support, [13]. OC is critical in determining more value in the organization, and increasing EM and EE, [10].

Employee turnover within an organization is considered normal. However, it should be noted that if the organization involves its employees, the chances of an employee with good quality and motivation for work, experienced and skilled, suddenly resigning can be minimized, [14]. TIs can occur due to the influence of several variables, such as motivation and OC, [15], [16], [17], [18]. In addition to the motivation and commitment of the organization, other factors also affect the TI of EE. Employee involvement in an organization will put much effort into its work and tend to surpass the expected work goals, [7]. Based on this research, [19], affirmed that engagement affects the level of OC among employees. Previous research has shown that EE has a significant positive impact on OC, [20], [21]. Based on the research, it can be concluded that EE and EM positively impact OC, which has a negative impact on TI. However, no research has examined OC as a mediation variable that will mediate EE and EM with TI. In this study, we want to investigate whether the impact of EE and EM on TI will increase after being mediated by OC.

2 Literature Review

2.1 Employee Engagement (EE)

EE is an exploration of conditions in the workplace where people are personally involved, express and employ themselves, and disengage or withdraw and defend their values, [22]. EE is a positive behavior, satisfaction, and state of mind related to work characterized by vigor, dedication, and absorption, [19], [23].

EE consists of three dimensions, including: (1), *vigor*, referring to the employee's level of energy and perseverance in dealing with difficulties, (2), *dedication*, referring to a sense of involvement and pride in the work, and, (3), *absorption*, referring to the point at which the employee becomes so absorbed in the work that time passes quickly, [19].

2.2 Organizational Commitment (OC)

OC is defined as a feeling of obligation by employees towards their organization to remain together due to normative internalization that employees experience both before and after entering the organization, [24]. Employees' commitment to the organization is essential as it affects their engagement and contributes to their retention, [25], [26]. OC can be summarized as the loyalty and care shown by employees and the desire to stay in the organization.

The three-dimensional model of OC includes: (1), *affective commitment* (reflects the emotional

attachment to the organization), (2), *continuance commitment* (reflects the need to stay due to the calculation of costs and benefits or economic benefits obtained from the organization), (3), *normative commitment* (the employee's feeling of responsibility or 'obligation' to the organization due to the implementation or appreciation of the loyalty norms given by the employee to the organization), [27].

2.3 Employee Motivation (EM)

Motivation is the process that initiates, guides, and maintains behavior to achieve goals. Motivation leads individuals to take action to achieve their expected goals, [28]. Motivation is encouraging employees' behavior to contribute better to their work, [29].

Based on theory, [30], they found out that what makes people happy is what they do or the way they're utilized, and what makes people unhappy is the way they're treated. Two factors influence employees' motivation: (1), *motivating factors*, and, (2), *hygiene factors*. Motivating factors are motivated by changing the nature of the work related to achievement, recognition, the job itself, job advancement opportunities, and growth opportunities. Hygiene factors are those that the employee expects to be in good condition including salary, status, company policies, physical workspace, relationships with coworkers, and job security.

2.4 Turnover Intention (TI)

According to, [31], TI is an employee's desire to leave the organization due to an incompatibility between individual and organizational values. Research by, [32], stated that TI is an employee's desire to leave the organization due to dissatisfaction with the job or the workplace.

Proposed that three indicators measure TI: (1), *thoughts of quitting* (employee has the thought to quit or stay in the current workplace), (2), *intention to quit* (employee's intention to seek a position in other organizations), (3), *intention to search for another job* (employee's intention to resign from their job), [33]. The hypotheses put forward in this study are as follows:

H1: EE has a significant positive effect on OC.

Engagement is a process in which employees invest themselves emotionally, cognitively, and physically in what they do, [22]. Engagement is one of the essential factors in forming employee commitment to the organization, [34]. A recent study, [35], found that engagement is related to several aspects of commitment, including affective, normative, and continuous commitment. EE has a significant positive effect on OC, so the more employees are involved at work, the higher their commitment to the organization or institution, [36].

H2: EM has a significant positive effect on OC.

A study by, [37], suggested that employees' motivation and commitment are critical to the organization's success. Employees' motivation and commitment to the organization are essential factors in an organization because the relationship between these two aspects has an influence that provides strength and helps employees achieve their targets. Research by, [38], showed that motivation is positively related to OC. The positive effect of EM on OC automatically indicates the organization's success. Employees with high motivation will develop a commitment to the organization because they feel their needs are fulfilled by joining the organization, [39]. Therefore, EM needs to be developed at various levels in the organization to build employee commitment to their work, [40].

H3: OC has a significant negative effect on TI.

A recent study by, [41], suggested that maintaining OC is essential because employees with a higher sense of commitment to the organization will stay longer. The higher employees' commitment to their organization, the lower the level of TI, [42]. This is aligned with research conducted in Western, Asian, and African countries showing a negative relationship between OC and TI, [43].

H4: OC mediates the relationship between EE and TI.

As mentioned in, [23], explained that EE can grow a solid OC that gives employees a sense of connection and belonging to the organization, so they tend to choose not to leave their organization. Sufficient resources and supportive supervision influence employee commitment to the organization, so these committed employees will choose to stay in the organization, [44]. EE needs to be built in an organization because when employees are not engaged, it will reduce their enthusiasm and commitment to the organization, impacting employees' desire to leave the organization, [45].

H5: OC mediates the relationship between EM and TI.

Basic human needs must be fulfilled for individuals to feel motivated in their work, [46]. When these basic needs are being fulfilled, highly

motivated employees tend to have higher levels of OC and less desire to resign. EM will contribute to an increase in OC and reduce the level of TI.

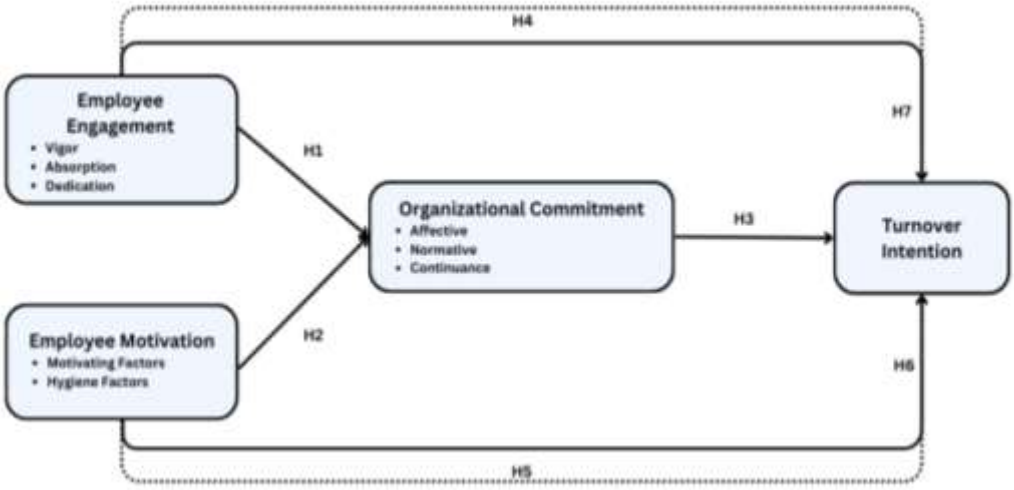

Fig. 1: Research Model

H6: EM has a significant negative effect on TI.

A study by, [47], defined *motivation* as an attribute that forces individuals to do something or not. This motivation is divided into two types, which are intrinsic and extrinsic, which are the driving forces for individuals to do something. These intrinsic and extrinsic motivation factors are crucial in building long-term relationships between companies and employees, [48]. As mentioned in, [49], conducted empirical research that examined the effect of motivation on TI, and the result was that motivation has a negative effect on TI.

H7: EE has a significant negative effect on TI.

Based on this research, [50], reported that employees with a high level of engagement are confident that they can positively impact the quality of the company's products and provide good customer service,. The research also showed that employees with a higher engagement level are more likely to plan to stay with the organization. Emotional, cognitive, and behavioral engagement significantly enables employees to invest in their knowledge, skills, and abilities back to the organization by voluntarily maintaining their jobs by offering their resources, [51]. Therefore, engagement plays a significant role in employees' desire to stay or not in an organization. This study by, [12], found that disengaged employees are more likely to seek new jobs actively.

Based on the explanations, the study model framework can be illustrated in Figure 1.

3 Methodology of Research

3.1 Methodological

This research is a quantitative study using a hypothetico-deductive approach. Hypothesis testing is based on the results of the survey data that has been collected so that it can accurately determine whether the research hypothesis can be supported or not and to what extent the research problem can be solved. Thus the theoretical framework becomes an essential step in the research process, [52]. This study aims to gain a deeper understanding of TI and how OC can mediate the effect of EE and EM on TI. The survey was conducted by distributing questionnaires to all respondents electronically through *Google Forms*. The questionnaire is divided into 4 (four) sections. Section 1 measures EE variables using the Utrecht Work Engagement Scale, [34]. This scale measures the three dimensions of EE: *vigor*, *absorption*, and *dedication*. Section 2 measures EM variables using Herzberg's Two Factors Motivation Theory indicators which are applied by measuring two dimensions: *motivating factors* and *hygiene factors*. Section 3 measures the OC variable using the OC Questionnaire indicators developed by Allen and Meyer to describe *affective, continuance, and normative commitment*, [26]. Section 4 measures the TI variable using indicators such as, '*I often think about quitting my current job*,' '*I will probably look for a new job next year*,' and, '*As soon as possible, I will leave the organization*.' Measurement of all indicators uses Likert scale elaborated into five points, 1 = Strongly Disagree, 2 = Disagree, 3 =

Neutral, 4 = Agree, 5 = Strongly Agree, which describes the level of respondent agreement with the statements in each variable measuring instrument.

3.2 Population and Sampling

The sampling population in this study are employees who work in the FMCG industry in Indonesia, particularly those located in the Jabodetabek area. The population parameters used aim at employees with an age range of 24-40 years and a minimum length of work of 1 (one) year with the assumption that during 1 (one) year, the employees have been able to adapt well and understand the company culture in which they work. The technique sampling used a purposive sampling approach to lead to employees who specifically served in the Sales Marketing division but were not limited to positions from staff level to top-level management. The number of samples taken was 105 respondents. The survey-questionnaire was distributed through *Google Forms*, and respondents who met the criteria filled in the form.

3.3 Data Analysis

Based on the data collection methods and variable measurements above, it is known that this research is a Structural Equation Model (SEM) modeling, that EE and EM are independent variables, and OC as a mediator variable that mediates the influence of EE and EM on TI as the dependent variable. Therefore, this study used the PLS-SEM approach to examine the validity and reliability of research instruments and to test the complexity of the relationship between latent variables through SmartPLS 3.0 software, [53]. SmartPLS 3.0 is used to examine the direct relationship between the independent variable and the dependent variable as well as indirect relationships such as mediation effects that arise from mediator variables, which will provide more detailed and accurate results of testing the relationship between variables.

4 Results

4.1 Demographic Results

All respondents were from the sales marketing division in the FMCG industry. A total of 105 respondents were divided into 64 men and 41 women.

Most extended working experience ranges from 10 to 15 years 28.6%, 5 to 10 years 25.7%, over 15 years 19.6%, 3-5 years 11.4%, and last ranked with less than two years (minimum 1 year) of work which was 5.7%.

4.2 Confirmatory Factor Analysis (CFA)

CFA tests measure whether a construct is consistent with a latent variable. To provide an in-depth analysis, we meticulously refined our model by excluding indicators that did not meet the validity requirements as illustrated in Figure 2.

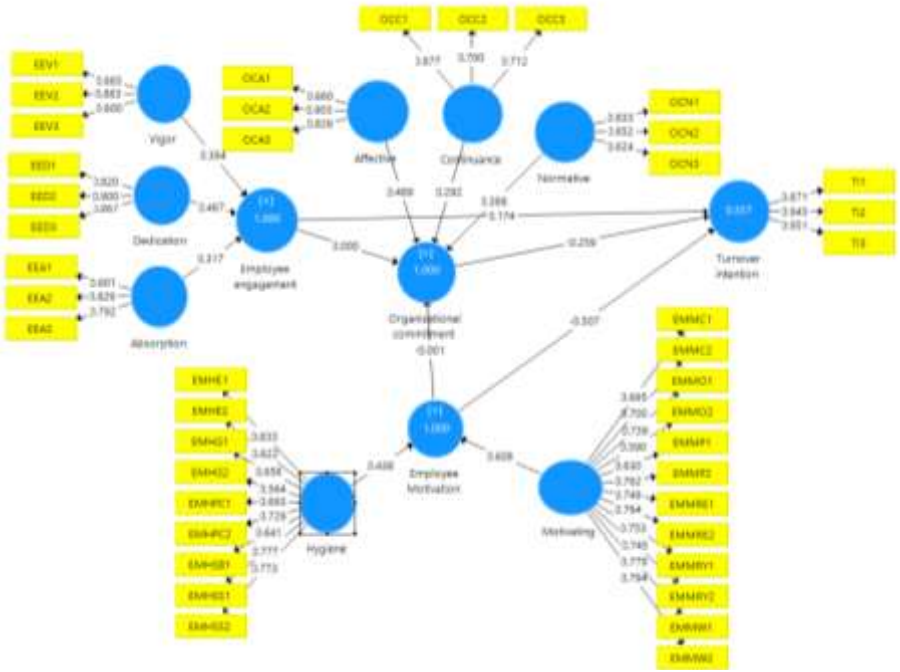

Fig. 2: SEM analysis results

Table 1. Outer Loadings

Variable	Dimension	Indicator	Loading Factor Value	Result
Employee Engagement	Absorption	EEA1	0,601	Valid
		EEA2	0,829	Valid
		EEA3	0,792	Valid
	Dedication	EED1	0,820	Valid
		EED2	0,900	Valid
		EED3	0,867	Valid
	Vigor	EEV1	0,885	Valid
		EEV2	0,883	Valid
		EEV3	0,600	Valid
Employee Motivation	Hygiene Factors	EMHE1	0,833	Valid
		EMHE2	0,822	Valid
		EMHG1	0,656	Valid
		EMHG2	0,564	Valid
		EMHPC1	0,693	Valid
		EMHPC2	0,729	Valid
		EMHSB1	0,641	Valid
		EMHSS1	0,777	Valid
		EMHSS2	0,773	Valid
	Motivating Factors	EMMC1	0,695	Valid
		EMMC2	0,700	Valid
		EMMO1	0,739	Valid
		EMMO2	0,590	Valid
		EMMP1	0,630	Valid
		EMMP2	0,762	Valid
		EMMRE1	0,749	Valid
		EMMRE2	0,764	Valid
		EMMRY1	0,753	Valid
		EMMRY2	0,745	Valid
		EMMW1	0,779	Valid
		EMMW2	0,794	Valid
Organizational Commitment	Affective Commitment	OCA1	0,860	Valid
		OCA2	0,903	Valid
		OCA3	0,826	Valid
	Continuance Commitment	OCC1	0,877	Valid
		OCC2	0,700	Valid
		OCC3	0,712	Valid
	Normative Commitment	OCN1	0,833	Valid
		OCN2	0,852	Valid
		OCN3	0,624	Valid
Turnover Intention	Thought of Quitting	TI1	0,871	Valid
	Desire to Find Another Job	TI2	0,945	Valid
	Desire to Leave	TI3	0,951	Valid

Referring to Table 1 can be concluded that not all particles have outer loading >0.708, there are some particles such as EEA1 (0.61), EEV3 (0.60), EMHG1 (.656), EMHg2 (.564), EMHPC1 (0.693), EMHSB1 (0.641), EMMC1 (.0695), EMMO2 (0.59), EMMP1 (0.63), OCN3 (0.624), OCC2 (0.7). Details below 0.78 are retained because if referring to the second criterion, the AVE value is >0.5.

4.3 Validity Test

For the validity test, convergent and discriminant were used. In assessing convergent validity, factor loadings were examined to ensure they exceeded the threshold of 0.500. Test for convergent validity using the Average Variance Extracted (AVE).

Table 2 shows the results of AVE for each dimension and variable. The AVE value is above 0.5, meaning all constructions qualify for convergent validity based on outer loading and AVE.

Several methods for discriminant validity testing were employed, the Fornell Larcker results were presented, considered the most accurate test. Table 3 shows the Fornell Larcker ratios for all variables. All variables have no discriminant validity problem if observed from the available results.

In addition, it is also done by looking at the cross-loading value on the measurement of the structure that can show the magnitude of the correlation value between each structure with its indicator as well as the indicator of the construction on the other blocks.

Table 2. Average Variance Extracted (AVE)

Variables & Dimensions	Average Variance Extracted (AVE)
Employee Engagement	0,473
Absorption	0,559
Dedication	0,745
Vigor	0,641
Employee Motivation	0,481
Hygiene Factor	0,527
Motivating Factor	0,529
Organizational Commitment	0,465
Affective Commitment	0,75
Continuance Commitment	0,59
Normative Commitment	0,60
Turnover Intention	0,823

Table 3. Fornell Larcker Criterion

	Absorption	Affective	Continuance	Dedication	Employee Motivation	Employee engagement	Hygiene	Motivating	Normative	Organizational commitment	Turnover intention	Vigor
Absorption	0,747											
Affective	0,648	0,864										
Continuance	0,361	0,461	0,767									
Dedication	0,547	0,644	0,326	0,863								
Employee Motivation	0,605	0,707	0,469	0,665	0,694							
Employee engagement	0,759	0,737	0,425	0,911	0,735	0,688						
Hygiene	0,557	0,632	0,409	0,545	0,938	0,643	0,726					
Motivating	0,591	0,701	0,476	0,701	0,968	0,745	0,823	0,728				
Normative	0,505	0,648	0,664	0,468	0,673	0,584	0,647	0,636	0,777			
Organizational commitment	0,617	0,874	0,774	0,590	0,742	0,710	0,678	0,727	0,897	0,682		
Turnover intention	-0,367	-0,519	-0,272	-0,357	-0,572	-0,383	-0,543	-0,545	-0,461	-0,512	0,923	
Vigor	0,486	0,596	0,403	0,704	0,603	0,867	0,545	0,597	0,530	0,614	-0,253	0,800

4.4 Reliability Test

Table 4. Construct Reliability & Validity

	Cronbach's Alpha	rho_A	Composite Reliability
Absorption	0,606	0,642	0,789
Affective	0,829	0,830	0,898
Continuance	0,666	0,766	0,809
Dedication	0,828	0,830	0,897
Employee Motivation	0,945	0,949	0,951
Employee Engagement	0,850	0,872	0,885
Hygiene	0,885	0,894	0,908
Motivating	0,918	0,921	0,931
Normative	0,668	0,708	0,818
Organizational Commitment	0,848	0,876	0,882
Turnover intention	0,913	0,919	0,945
Vigor	0,713	0,778	0,839

In Table 4, Construct reliability will be seen from Cronbach's Alpha and composite reliability with a minimum limit of 0.7. If we look at the available data, everything already meets the minimum limits that have been set.

4.5 Effect of F-Square and R-Square

A *determination coefficient* is a coefficient that indicates how far a free variable's contribution in a regression model can explain the variation of a bound variable.

From Table 5, this R-Square value shows that both variables, EM and EE, can explain the variability of OC of 100%. Whereas OC can explain the variability of the TI of 50.5%.

Table 5. The R-Square

	R Square	R Square Adjusted
Employee Motivation	1,000	1,000
Organizational Commitment	1,000	1,000
Turnover Intention	0,357	0,337
Employee Engagement	1,000	1,000

Table 6. The F-Square

	Organizational Commitment	Turnover Intention
Employee Motivation	0,037	0,089
Organizational Commitment		0,200
Turnover Intention	0,001	0,057
Employee Engagement		

Refer to Table 6, F-Square value is divided into three: 0.02 is meant to have a small influence, 0.15 has a moderate influence, and 0.35 has a large influence. Based on the table, small influences with a value of 0.02 to 0.15 are the influence of EE on OC, EM on OC, and EM on TI. A medium influence with a value of 0.15 to 0.35 is the impact of OC on TI of 0.2.

4.6 Hypothesis Testing

As mentioned in, [54], defined OC as the extent to which an individual identifies himself with an organization and is committed to its goals. Likewise, OC refers to the loyalty and commitment of employees to their organization. Meanwhile, EE refers to employee loyalty and commitment to their work. It means that individuals who commit to their work are not necessarily highly committed to the organization. In Table 7 showed a non-significant positive relationship between EE and OC (H1). Statistically, p-value 0.488> 0.05 and t value 0.31 < 1.645. It means that increasing EE does not mean increasing OC. OC is defined as the extent to which an individual identifies himself with an organization and is committed to its goals, [54]. OC refers to the loyalty and commitment of employees to their organization. EE refers to employee loyalty and commitment to their work. It means that individuals who commit to their work are not necessarily highly committed to the organization. The individual's characteristics are mainly on the dispositional variables that play a significant role because the experience between individuals to an organization is different, affecting the higher or lower individual commitments to the organization, [26].

In the second hypothesis (H2), refer to Table 7, EM has a negative significance to OC is rejected. Individuals are motivated because they enjoy doing actual tasks or the challenge of completing tasks, [37]. Such motivations influencing individuals' behavior include responsibility, freedom of action, scope to use and develop skills and abilities, attractive and challenging jobs, and advancement opportunities. OC refers to the loyalty and commitment of employees to their organization. A different concern between EM is that the motivated individual has an inward urge for personal achievement unrelated to the individual's commitment to the organization. This study also proved that EM has a negative influence not significantly on OC with p values 0.325 > 0.05 and 0.454 < 1.645, which indicates that employees motivated or not in work do not influence their commitment to the organization.

Table 7. Direct Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
EM → OC	-0,001	0,000	0,003	0,454	0,325	Rejected
EM → TI	-0,507	-0,496	0,130	3,891	**0,000**	**Accepted**
EE → OC	0,000	-0,001	0,002	0,031	0,488	Rejected
EE → TI	0,174	0,163	0,116	1,499	0,067	Rejected
OC → TI	-0,259	-0,267	0,144	1,805	**0,036**	**Accepted**

Table 8. Indirect Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
EM → OC → TI	0,000	0,000	0,001	0,363	0,358	Rejected
EE → OC → TI	0,000	0,000	0,001	0,025	0,490	Rejected

Individuals who have a high commitment to an organization will influence the level of desire to resign from an organization. Three dimensions that build OC are affective, normative, and continuance commitment. OC is one of employees' most critical and sensitive attitudes toward their organization. At the same time, a decrease in turnover rates demonstrates the positive effect of OC, [56]. For the third hypothesis (H3), OC has a significant negative influence on the TI shown with a statistical value p value 0.036 < 0.05 t value 1.805 > 1.645. Path coefficient -0.259. Individuals who have commitments to the organization, their behavior within the organization can be predictable about their decision to stay in the organization or not, [57]. In some previous studies, such OC is a form of individual loyalty to the organization and willingness to dedicate themselves to jointly achieving the goals of the organization, [58]. The level of employee commitment to the organization is influenced by adequate resources and supportive supervision so that these committed employees will choose to survive in the organization, [44]. Therefore, strategies are needed to increase OC to overcome TI. EE becomes an important concept that needs to be built in an organization because when an employee does not engage, it will reduce employee enthusiasm and commitment to the organization, affecting the employee's desire to move out of the organization, [45].

From our research, Table 8 showed that the results refute the existing theory. Our fourth hypothesis (H4), OC has proved not to mediate the relationship between EE and TI because the focus of these two variables is different. EE refers to employee loyalty and commitment to their work. OC is the extent to which an individual identifies with the organization and is committed to its goals. Therefore, in line with the results of this study, it is obtained that the p-value is 0.49 > 0.05, and the t-value is 0.025 < 1.645 (where the condition to be met is t-value> 1.645). The data results mean that OC does not play the role of mediation that mediates between EE and TI.

In addition to engagement, there is another concept that has been proven to increase commitment to the organization and lower TI, namely, EM. Recent studies, [38], showed that motivation is positively linked to OC. The positive impact of EM on OC automatically indicates the organization's success and, of course, lowers TI. Our fifth hypothesis (H5) hypothesis was rejected, the study showed that the role of OC was not proven to mediate the relationship between EM and TI with a p-value of 0.358> 0.05 and t value of 0,363 < 1.645 (where the requirement to be met is t value > 1.645) and positive path coefficient of 0.00. It aligns with a direct test between EM and OC. It has no significant positive impact because OC refers to employee loyalty and commitment to the organization. It differs from EM, where a motivated individual has an inward urge for personal achievement unrelated to the individual's commitment to the organization. Ultimately, OC does not mediate the relationship between EM and TI.

A significant inverse correlation was revealed, resulting in the validation of sixth hypothesis (H6). The study results showed a significant negative relationship between EM and TI. Statistically, the p-value is 0.00 < 0.05, and t value 3.891 > 1.645. Path coefficient -0.507 which means that the higher the level of EM in the workplace, the lower the degree of the employee's desire to leave the organization. Motivation has a significant relationship to employee TI because, without EM, employee turnover in an organization will increase, [59]. The research by, [60], conducted research at a bank and found a positive impact of motivation on employee retention. According to this research, [61], who stated that unmotivated employees leave the organization when they see an opportunity. Employees who are highly committed to the organization will lower the TI rate. EE is a crucial aspect of a business, [62]. EE becomes one of the most important factors because of the declining intention of employees to resign, [63]. According to Kahn, employees feel happier when they are involved in organizations, and this involvement results in positive things such as higher levels of creativity and fewer employee absences, [22].

The seventh hypothesis (H7) that proposed EE has a negative significant to TI. Contrarily, the study did not validate this hypothesis. The study results show a significant positive relationship between EE and TI. Statistically p value 0.067 > 0.05 and t value 1.499 < 1.645. Path coefficient 0.174, means that

the higher the employee's level of engagement towards the organization, does not affect the employee's desire to exit organization. EE comes from the internal willingness of every individual to engage with the organization. According to, [64], failure in EE as a predictor of TI is due to factors both inside and outside the organization, such as organizational culture, quality of working life, employee experience, [64], [67].

5 Discussion

5.1 The Impact of EE on OC and TI

EE refers to employee loyalty and commitment to their work. OC refers to the loyalty and commitment of employees to their organization. It means that individuals who commit to their work are not necessarily highly committed to the organization. This study also showed that EE had a positive, insignificant influence to OC, [54]. In terms of OC, several factors influence the commitment of an organization, such as: (1), individual personal characteristics are divided into two variables, namely demographic variables (gender type, age) and disposal variables, these dispositional variables are strongly linked to OC due to differences in individual experience within the organization, (2), organizational characteristics such as organizational structure, design of wisdom in the organization, and the way such wisdom is socialized, (3), organizational experience that includes EM throughout the organization, role, and relationship between employees and their superiors, [55]. Of the factors that influence commitment to an organization, the individual's characteristics are mainly on the dispositional variables that play a significant role because the experience between individuals to an organization is different, affecting the higher or lower individual commitments to the organization.

EE becomes one of the most important factors because of the declining intention of employees to resign, [63], employees feel happier when they are involved in organizations, and this involvement results in positive things such as higher levels of creativity and fewer employee absences. According to, [64], failure in EE as a predictor of TI is due to factors both inside and outside the organization, such as organizational culture and quality of working life.

5.2 The Impact of EM on OC and TI

EM consists of two dimensions, motivating factor, and hygiene factor. From the results of this study, the motivating factor dimension has a value of 0.001 and the hygiene factor value of 0,000, which means from this research, the average respondent is motivated in work due to the presence of achievement, recognition, the job itself, job advancement opportunity, and growth opportunity. The motivating factor is the same as intrinsic motivation. Defines *intrinsic motivation* as "a positive value experience that an employee has directly from their job duties," [65], arising from the direct relationship between the perpetrator and the job, [66], depending on the employee's desire to predict his/her behavior, [68]. Individuals are motivated because they enjoy doing actual tasks or the challenge of completing tasks, [37].

OC refers to the loyalty and commitment of employees to their organization. A different target between EM is that the motivated individual has an inward urge for personal achievement unrelated to the individual's commitment to the organization. The high or low level of OC is influenced by several factors, one of which is the individual's characteristics, specifically on the disposition variable, which plays a significant role because of the experience between individuals to a different organization, and this affects the higher or lower level of individual commitment to the organization, [26]. The results of this study also proved that EM has a negative influence not significantly on OC which indicates that employees motivated or not in work do not influence their commitment to the organization.

As stated by, [40], that there are several strategies to improve EM. There are two dimensions of EM: hygiene and motivating factors. Organizations can do a combination of these two dimensions to increase EM. From the results of the tests that have been carried out, the higher EM dimension is in the hygiene factor aspect of -0.001 compared to the motivating factor of -0.001. It suggests that respondents involved will be more motivated by both factors, arguing that in managing dining talent, managers need to analyze well the factors that motivate employees, [69]. The employee turnover rate can be controlled by meeting the factors that can motivate employees, [70].

5.3 Implication and Recommendation

According to the findings of the research, the researchers aim to provide implications and recommendations for the FMCG industry, focusing on the sales marketing division.

5.3.1 Implication for the FMCG Industry

As we can see, the role of EM and OC have a significant influence on the employee's intention to leave the organization, so the organization, specifically the HR division, must have the right strategy to enhance those aspects so that employee turnover can be suppressed. The retention strategy for each industry will be different because each industry has its uniqueness and challenges, [71], [72]. Industries with high employee turnover rates result in significant loss of investment in HRM and training, [55], and quality of service, profitability, and corporate success, [73]. It is becoming a severe problem, especially in the FMCG industry, known for its fast-paced business patterns, so organizations must use the right strategy to suit their needs to reduce employee turnover rates.

Despite a survey by Microsoft on more than 30,000 global employees in 2021, 41% of employees are considering quitting or changing jobs. The phenomenon where companies experience high turnover rates, and experts predict a new wave is linked to resignation and voluntary resignations. Great resignation occurs as the impact of an individual's increasing awareness of the pandemic is mainly related to family time, remote work, passion for work, and life and death, which has changed the way individuals think about a job, [3]. However, in 2023, when faced with a recession, lay off occurs in many companies, it makes employees think repeatedly about leaving the current organization without getting a new job. It creates the possibility that individuals are not motivated or not engaged with the organization but are forced to stay because there is no choice, thus provoking another phenomenon of quiet quitting. The organization must be able to identify such things so they do not have a more severe impact.

5.3.2 Theoretical Implications

The theoretical implications of the study were that EM and EE had no significant influence on OC. It is due to the motivating factors of the individual, whether or not motivated in work and engage or not come from the internal factors of an individual. However, it does not necessarily increase his commitment to the organization because the individual's experience in a different organization will influence his commitment to that organization.

5.3.3 Recommendation

Researchers' recommendations for companies, especially in the FMCG industry, to overcome employee turnover is to improve employee experience in the organization. From the results of discussions, it was found that the level of individual commitment in an organization, one of which is influenced by the individual's characteristics and values, specifically dispositional variables, plays a great role because an individual in an organization varies and this influences the high or low level of commitment, [26]. Employee experience is the accumulation of all interactions that occur between the employees and organization, [74]. The concept of employee experience as something personal, the result of feelings, beliefs, emotions, cognitive perspectives, about external stimuli, directed inward, [75], [76], [77], [78]. This experience will be targeted to actualize certain needs or emotions which will have an impact on increasing loyalty and stronger bonds, [79]. Employee experience is developed by creating a conducive work environment and atmosphere, developing employees, listening, and providing feedback. This is important to do because employee experience will have an impact on employee turnover, [67].

5.4 Limitations and Future Research

The suggestion that can be given for further research is that the study needs to look specifically at the differences between EE, EM, and OC versus TI between generations. As is well known, each generation has different characteristics and perspectives in looking at a job. It will be exciting to study further. Besides, the factors behind EE are also interesting to study because employees who engage alone are not enough, other factors can influence their intention to resign from a company.

6 Conclusions

The research was conducted to examine the impact of the role of mediation of OC between EE and EM and TI in the FMCG industry, specifically in the Sales Marketing division. From the various tests that have been carried out, the following conclusions are direct testing of existing variables found that two hypotheses resulted in an inverse compared to the existing theory. The two hypotheses are that EE has a non-significant positive impact on OC and EM has an insignificant negative impact on OC. It turns out that because the individual has an engagement with his work and is motivated to do his work, both of these indicators come from within him, who desires to be engaged and motivated in the work. However, engaged and motivated individuals are not necessarily individuals who have a high commitment to the organization. It may be due to the presence of specific individual personal

characteristic factors in the dispositional variables that play a significant role because the experience of each individual in the organization is different, and this affects the high or low level of individual commitment to the organization [26], rather than employee involvement or motivation. EM and OC have been shown to influence TIs significantly negatively. It suggests that when an employee is motivated either from within himself or by external factors (such as salaries, benefits, and good relationships with colleagues and superiors) will decrease the desire to leave the organization. The aspect of commitment to the organization is also an important aspect. Employees with a high commitment to their organization will lower their desire to leave it. EE has a significant positive influence on TIs, meaning that employees who have a high engagement with the organization do not necessarily have a low resignation intensity. Many factors can influence an individual to resign or not from an organization.

The mediating role of OC has been found to have an undetermined negative influence in mediating EE and EM variables against TIs. It is because the factor in shaping the organization's commitment is highly dependent on the experience gained by each individual in the organization, which is different, so it is concluded that when employees feel engaged or motivated, with the presence of the mediation role of the organization commitment does not influence lowering the level of employee intensity.

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Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

- Merlin contributed to the preparation and formation of the thinking framework, processing and analyzing data.
- Tamara contributed to refining the flow of overarching research, strengthening the literature review, and enhancing the employed research methods.
- Yovita contributed an extensive literature review, developed hypothesis, and data collection processes.
- Abdul Rohman, alongside his contribution to the authoring of the manuscript, was actively engaged in the investigative aspects of the study. His role in data collection, observance of processes, and meticulous investigation added another layer of accuracy to our work, enhancing its credibility and validity.

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The authors have no conflicts of interest to declare.

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