

MULTIFINANCE

Jurnal Ekonomi, Manajemen, dan Perbankan

Altin Riset Publishing

<http://altinriset.com/journal/index.php/multifinance>

E-ISSN: 3024-8175

Vol.3, No. 3, Maret 2026

EMPLOYEE ENGAGEMENT ON WORK MOTIVATION AND ITS IMPACT ON INTENT TO LEAVE AT BUKIT RAYA SEKAWAN MINING COMPANY

^{*1}Yudhistira Anugerah Pratama, ²Louisiani Mansoni Isnajati

^{*1}Bukit Raya Sekawan Mining Company, ²Universitas Sangga Buana YPKP

Email: ^{*1}yudistira@br-s.co.id, ²louisiani.mansoni@usbypkp.ac.id

Abstract

Employee engagement plays a crucial role in organizational success, influencing motivation, job satisfaction, and turnover intention. This study examines the relationship between employee engagement, work motivation, and turnover intention at Bukit Raya Sekawan Mining Company, addressing gaps in research within the mining sector. Using a quantitative approach with path analysis, data were collected from employees through surveys and observations, supplemented by secondary sources. Findings indicate that most employees perceive their engagement as appropriate to very strong, and the majority report high levels of work motivation. Turnover intention appears relatively low, with only a small proportion of employees showing a strong inclination to leave. The analysis reveals that employee engagement has a substantial impact on work motivation and turnover intention. Work motivation also directly affects turnover intention, underscoring its role in employee retention. Moreover, engagement indirectly influences turnover intention through motivation, reinforcing its overall effect. These results highlight the importance of fostering a supportive work environment, improving career development opportunities, and enhancing compensation to strengthen engagement and motivation. Future studies should explore additional factors such as leadership, organizational culture, and work-life balance to provide comprehensive understanding of employee behavior in the mining industry.

Keywords: employee engagement, work motivation, turnover intention, mining company

Abstrak

Keterikatan karyawan memiliki peran penting dalam keberhasilan organisasi, karena memengaruhi motivasi, kepuasan kerja, dan niat untuk keluar. Penelitian ini mengkaji hubungan antara keterikatan karyawan, motivasi kerja, dan niat keluar di PT. Bukit Raya Sekawan, serta mengisi kesenjangan penelitian dalam sektor pertambangan. Dengan menggunakan pendekatan kuantitatif melalui analisis jalur, data diperoleh dari karyawan melalui survei dan observasi, serta didukung oleh sumber sekunder. Temuan menunjukkan bahwa sebagian besar karyawan menilai keterikatan mereka berada pada tingkat yang sesuai hingga sangat tinggi, dan mayoritas juga melaporkan motivasi kerja yang kuat. Niat keluar karyawan relatif rendah, dengan hanya sedikit yang menunjukkan keinginan kuat untuk meninggalkan perusahaan. Analisis lebih lanjut mengungkap bahwa keterikatan karyawan berpengaruh besar terhadap motivasi kerja dan niat keluar. Motivasi kerja juga secara langsung memengaruhi niat keluar, menegaskan perannya dalam mempertahankan karyawan. Selain itu, keterikatan karyawan turut memengaruhi niat keluar secara tidak langsung melalui motivasi, sehingga memperkuat efek keseluruhan. Hasil ini menekankan pentingnya menciptakan lingkungan kerja yang mendukung, meningkatkan peluang pengembangan karir, serta memperbaiki sistem kompensasi guna memperkuat keterikatan dan motivasi karyawan. Penelitian selanjutnya disarankan mengeksplorasi faktor tambahan seperti kepemimpinan, budaya organisasi, dan keseimbangan kerja-hidup agar dapat memberikan pemahaman yang komprehensif mengenai perilaku karyawan di industri pertambangan.

Kata kunci: keterikatan karyawan, motivasi kerja, niat untuk keluar, perusahaan tambang

Introduction

Employee engagement has become a crucial factor in determining organizational success, particularly in industries that require high levels of commitment and productivity. Engagement reflects the emotional and psychological connection employees have with their organization, influencing their motivation, job satisfaction, and performance (Govender & Bussin, 2020; Pass & Ridgway, 2022). Engaged employees exhibit enthusiasm, dedication, and a willingness to go beyond their formal job responsibilities to contribute to organizational goals (Chairina, 2019; Perkasa, Indrawati, & Nuraini, 2023). Conversely, low engagement levels can lead to decreased productivity, higher absenteeism, and increased turnover intention (Ababneh, 2021; Saks, 2022). In many industries, including the mining sector, employee engagement is influenced by several factors, with work motivation being one of the most significant. Self-determination theory proposed by Deci & Ryan (1985) highlights that both intrinsic motivation (driven by internal satisfaction) and extrinsic motivation (driven by external rewards) play a key role in shaping engagement. Employees who feel motivated are more likely to be engaged, contributing to a positive work environment and long-term organizational success. However, when motivation declines due to inadequate incentives, poor leadership, or lack of career development opportunities, engagement weakens, increasing the likelihood of turnover (Chairina, 2019; Perkasa, Indrawati, & Nuraini, 2023).

Turnover intention, which refers to an employee's consideration of leaving their job, is a significant concern for organizations, particularly in competitive and high-demand industries. High turnover rates result in increased costs for recruitment and training, disrupt workflow, and negatively impact organizational performance (Oosterik, 2007). Prior studies indicate that engaged employees are less likely to leave their jobs, as they feel valued and connected to their organization (Gaan & Shin, 2023; Lee, 2022; Yücel, 2021). Therefore, analyzing the relationship between employee engagement, work motivation, and turnover intention is essential for developing effective human resource strategies aimed at improving workforce stability.

Employees require motivation to perform their tasks effectively. Therefore, companies, institutions, and organizations must foster a conducive work environment that encourages self-motivation. In this regard, employee motivation plays a crucial role in enhancing work quality (Jufrizen, 2018; Ma'ruf & Chair, 2020; Ratna, Nur, Felix, Narendra, & Riyanti, 2022). Research by Pulungan & Wasiman (2023), Ratna, Nur, Felix, Narendra, & Riyanti (2022), and Yuliantini & Santoso (2020) highlights that work motivation serves as a driving force that stimulates employees' enthusiasm, often being regarded as a performance booster. Similarly, Aulia & Wijaya (2023) and Rozalia, Utami, & Ruhana (2015) emphasize that work motivation is closely linked to employees' tasks and is a key factor in achieving high performance.

According to motivation principle proposed by Farhah, Ahiri, & Ilhamet (2020), performance is influenced by ability, and without motivation, employees may struggle with work management. Motivation plays a crucial role in stimulating, directing, and sustaining an individual's enthusiasm to work, ultimately leading to optimal results. In this sense, motivation helps shape and enhance employee discipline and work ethic (Farhah, Ahiri, & Ilhamet, 2020). To effectively motivate employees, companies, institutions, or organizations must understand the specific motivational drivers that employees seek (Subariyanti, 2017). Additionally, motivation is closely related to the concept of compensation, as financial and non-financial rewards provided by organizations are intended to boost employee motivation, improve task completion, and contribute to achieving organizational goals (Pulungan & Wasiman, 2023; Subariyanti, 2017).

Employee engagement, work motivation, and turnover intention have been extensively studied across various industries, with prior research establishing a strong correlation between motivation and engagement (Deci & Ryan, 1985; Schaufeli, Salanova, González-Romá, & Bakker, 2002) and their impact on employee retention (Harter, Schmidt, & Hayes, 2002; Saks, 2006). However, studies focusing on these relationships within mining industry, particularly in Bukit Raya Sekawan Mining Company, remain limited. Several studies have examined the role of work motivation in enhancing employee engagement (Bakker & Demerouti, 2007) and how engaged employees are less likely to consider leaving their jobs (Pulungan & Wasiman, 2023). Nonetheless, most existing research has been conducted in service sectors, manufacturing, or corporate environments, with limited empirical evidence from the mining sector, which has unique challenges such as harsh working conditions, physical demands, and safety risks (Yuliantini & Santoso, 2020).

Furthermore, while previous studies have emphasized the impact of financial and non-financial rewards on motivation and retention (Subariyanti, 2017), there is still a lack of comprehensive analysis on how work motivation directly influences engagement and turnover intention in mining operations. Mining companies often experience high turnover rates due to job-related stress, limited career advancement opportunities, and work-life balance concerns, making it crucial to examine the underlying factors that influence employee decisions to stay or leave (Pulungan & Wasiman, 2023).

This research aims to address these gaps by analyzing the specific relationship between employee engagement, work motivation, and turnover intention in Bukit Raya Sekawan Mining Company. By focusing on a sector with distinct workforce challenges, this study will provide valuable insights that can contribute to more effective human resource strategies in mining operations.

According to Chairina (2019), Zamzamy, Setiadi, & Nawir (2021), and Perkasa, Indrawati, & Nuraini (2023), employee engagement is a multidimensional concept that involves emotional, cognitive, and physical aspects. Employee engagement occurs when a person is consciously engaged and feels emotionally connected to others (Chairina, 2019; Perkasa, Indrawati, & Nuraini, 2023).

Pratiwi, Nyorong, & Jamalludin (2022), Adiwinata, Oktiviani, & Perwitaningrum (2022), Afrianti, Titisari, & Handriyono (2018), Wijaya & Suhardiyah (2020), and Lantang, Mandang, & Sengkey (2023) explained that when employees feel involved, they will have a high awareness of the purpose of their role, so they are committed to giving their best.

Govender & Bussin (2020) and Pass & Ridgway (2022) define employee engagement as a positive attitude that employees show towards the organization and company values. An engaged employee has an awareness of the business and works closely with colleagues to improve performance for the benefit of the organization (Govender & Bussin, 2020; Pass & Ridgway, 2022). This business awareness encourages employees to make the best efforts to improve performance (Govender & Bussin, 2020; Pass & Ridgway, 2022). Ababneh (2021) and Saks (2022) stated that employee engagement is a positive attitude that employees have towards the organization they work for and the values embraced by the organization. In the concept of employee engagement, there is a reciprocal relationship between employees and the company.

Chairina (2019) and Perkasa, Indrawati, & Nuraini (2023) define employee engagement as a state in which a person feels that they find their own meaning in their entirety, have motivation at work, receive positive support from others, and are able to work effectively and efficiently in the work environment. Govender & Bussin (2020) and Pass & Ridgway (2022) define employee engagement as a positive and satisfying mental state related to work. Employee engagement refers to real and consistent feelings and thoughts, which do not only focus on a specific object, event, individual, or behavior.

Employees require motivation to perform effectively in their jobs, consequently, organizations should cultivate a positive work environment to promote self-motivation. It is important to recognize that employee motivation can enhance the quality of their work (Jufrizen, 2018; Ma'ruf & Chair, 2020; Ratna, Nur, Felix, Narendra, & Riyanti, 2022). Pulungan & Wasiman (2023), Ratna, Nur, Felix, Narendra, & Riyanti (2022), and Yuliantini & Santoso (2020) explained that work motivation, described as a source of enthusiasm and encouragement for employees, plays a significant role in boosting their performance. Studies have shown that work motivation is intricately linked to employees' actions at work and is crucial for achieving high levels of performance.

According to Farhah, Ahiri, & Ilham (2020), performance is influenced by motivation, which is essential for employees to possess the ability to effectively manage their work. Motivation plays a crucial role in enhancing employee behavior and discipline, ultimately improving their work ethic. Understanding employees' motives is key to effectively motivating them, as highlighted by Subariyanti (2017). The principle of motivation aligns with the concept of compensation, as companies provide financial and non-financial rewards to boost motivation and help achieve organizational goals (Pulungan & Wasiman, 2023; Subariyanti, 2017).

According to Aliyyah, Prasetyo, Rusdiyanto, Endarti, Mardiana, Winarko, Chamariyah, Mulyani, Grahani, Rochman, Kalbuana, Hidayat, & Tjaraka (2021), Pancasila, Haryono, & Sulistyono (2020), and Vo, Tuliao, & Chen (2022), the main goal of motivation in the workplace is to encourage employees to deliver their best performance in order to benefit the company, institution, or organization. They also emphasized that employees may require assistance from others to successfully complete their tasks. Additionally, these authors highlighted that external factors, such as the lack of support or attention from their employers, can also hinder employees' ability to finish their work. This indicates that the fulfillment of employees' needs by their employers is crucial in enabling them to perform effectively at work (Goldfarb, Golan, & Galet, 2023; Henning, Stenling, Tafvelin, Ebener, & Lindwaltet, 2023; Schröder, 2023).

Motivation as a psychological process in employees is influenced by several factors. According to Fahmi, Sudjono, Parwoto, Supriyatno, Saluy, Safitri, Effiyaldi, Rivaldo, & Endri (2022) and Phytanza & Burhaein (2020) these factors can be divided into internal and external factors. Internal factors play a significant role in motivating employees to work. The needs of life, such as the need for compensation, a job, and safe working conditions, are essential for every employee to survive. Additionally, the desire to have awards, income, objects, and a position serve as incentives for employees to work hard. Furthermore, the need for recognition and respect from others, as well as the need to acquire power, are also factors that drive employees to excel in their work. It is important for companies, institutions, or organizations to provide support and guidance to ensure that employees meet their needs in a manner that aligns with ethical standards (Fahmi, Sudjono, Parwoto, Supriyatno, Saluy, Safitri, Effiyaldi, Rivaldo, & Endri, 2022; Phytanza & Burhaein, 2020).

External factors play a significant role in motivating employees to work well. The working environment conditions, including a clean and well-lit workspace free from distractions, can boost employee motivation. Adequate compensation is essential for employees to meet their living needs and feel valued for their work. A good supervisor who is supportive and knowledgeable can create a comfortable working atmosphere and inspire employees to perform well. Job guarantees, including opportunities for promotion and self-development, can motivate employees. Additionally, job titles and responsibilities provide employees with a sense of trust and achievement. Flexible regulations that protect and support employees can further enhance motivation in the workplace. Overall, companies, institutions, or organizations can significantly impact employee motivation by addressing these external factors (Fahmi, Sudjono, Parwoto, Supriyatno, Saluy, Safitri, Effiyaldi, Rivaldo, & Endri, 2022; Phytanza & Burhaein, 2020).

Research Method

In this study, the path analysis method was used. The subject of the study was 41 employees at Bukit Raya Sekawan Mining Company, which was obtained based on slovin in Creswell (2014) using the following formula with 10% error in sampling:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n = Number of samples

N = Number of population

e = Error in sampling

Primary data from the study were collected through observation, questionnaire filling, and research notes. The Bukit Raya Sekawan Mining Company profile is used as secondary data. This study also uses literature such as articles, books, theses, theses, and dissertations that discuss the same topic as the research as a guideline to analyze employee engagement on motivation and its implications on turnover intention from 41 employees at Bukit Raya Sekawan Mining Company.

Result and Discussion

An Overview of Bukit Raya Sekawan Mining Company

Bukit Raya Sekawan Mining Company employs 70 personnel who support its extensive and specialized mining operations. The company carries out 16 distinct activities, each contributing to operational efficiency, safety, and sustainability. A key focus is geotechnical and hydrology assessments, which analyze geological and water-related conditions at mining sites to identify risks, optimize resource extraction, and maintain environmental balance. Additionally, evaluator prospecting determines the viability of mineral deposits, aiding in strategic resource development. Data analysis and reporting play a vital role in systematically collecting, interpreting, and presenting geological and operational data. Laboratory testing ensures compliance with industry standards by assessing the composition and quality of extracted minerals. The company also conducts geophysical drilling to explore subsurface formations and logging to analyze drill core data, refining exploration strategies. Geoelectric surveys help detect mineral deposits and groundwater sources through resistivity variations.

Beyond exploration, the company offers geodetic services for precise spatial mapping and integrates GIS technology for efficient mine planning. Geotechnical and geo-hydro studies enhance operational safety by assessing ground stability and hydrogeological factors. Feasibility studies evaluate the economic and technical viability of mining projects, considering resource availability, environmental impact, costs, and profitability. Based on these assessments, mine design is developed to outline excavation, infrastructure, and safety measures. The company also engages in short-term

and long-term mine planning to optimize extraction schedules, resource allocation, and operational efficiency. To enhance safety, mobile system monitoring tracks slope stability, identifying potential ground movements or structural failures. Environmental monitoring includes automatic weather stations and sump water level tracking to assess conditions affecting mining activities. Real-time air and water quality assessments ensure regulatory compliance and help minimize the mining operation's environmental footprint.

Figure 1. Bukit Raya Sekawan Mining Company



Source: Documentation, 2025

Employee Engagement at Bukit Raya Sekawan Mining Company

In this subsection, a description of research findings obtained through observations, supported by observational methods and questionnaires distributed to 41 employees at Bukit Raya Sekawan Mining Company, is provided. The data collected from questionnaires are then analyzed descriptively to explore and determine the identification of employee engagement variables. Below is table 1, which illustrates a descriptive analysis of employee engagement variables at Bukit Raya Sekawan Mining Company.

Table 1. Descriptive Analysis of Employee Engagement

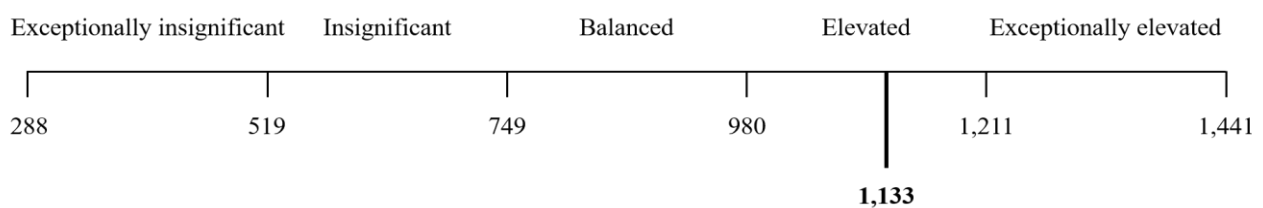
Section	Mark	Occurrence	Sum of Ratings
Highly suitable	5	107	535
Suitable	4	83	332
Average	3	72	216
Unsuitable	2	25	50

Section	Mark	Occurrence	Sum of Ratings
Highly unsuitable	1	0	0
Total			1,133

Source: Raw data 2025, computed

Based on table 1, it is evident that the overall mark for employee engagement at Bukit Raya Sekawan Mining Company is 1,133. To facilitate interpretation of descriptive analysis results, researchers established categories as follows; highly suitable corresponds to exceptionally elevated, suitable to elevated, average to balanced, unsuitable to insignificant, and highly unsuitable to exceptionally insignificant. Subsequently, researcher presented these findings using following continuum.

Figure 2. Continuum of Descriptive Analysis of Employee Engagement



Source: Raw data 2025, computed

The descriptive analysis of employee engagement at Bukit Raya Sekawan Mining Company reveals a predominantly positive perception among employees. As seen in table 1, a significant portion of respondents, rated engagement as highly suitable, while 18 employees (36.5%) considered it suitable. These two categories combined constitute 83.7% of the total responses, indicating that most employees experience high levels of engagement in their work environment. This finding aligns with the multidimensional nature of employee engagement as described by Chairina (2019), Zamzamy, Setiadi, & Nawir (2021), and Perkasa, Indrawati, & Nuraini (2023), who emphasize that engagement encompasses emotional, cognitive, and physical aspects. The high percentage of employees perceiving their engagement as positive suggests that they consciously participate in their roles, feel emotionally connected to their colleagues, and are committed to organizational goals. Furthermore, Pratiwi, Nyorong, & Jamalludin (2022), Adiwinata, Oktiviani, & Perwitaningrum (2022), and Wijaya & Suhardiyah (2020) argue that employees who feel engaged have a strong awareness of their roles and are motivated to give their best efforts. The results from Bukit Raya Sekawan Mining Company support this notion, as a majority of employees recognize their engagement in the workplace.

The average category, selected by 15 employees (31.0%), suggests that while engagement is present, certain areas may require improvement. According to Govender & Bussin (2020) and Pass & Ridgway (2022), employee engagement is reflected in a positive attitude toward organizational values and collaboration with colleagues. The relatively moderate engagement level in this category

indicates that some employees may feel less connected to organizational goals or lack the necessary support to enhance their engagement further. Meanwhile, only 8 employees (10.8%) rated engagement as unsuitable, and no employees considered it highly unsuitable. This suggests that dissatisfaction with engagement levels is minimal, reinforcing the generally favorable perception of employee engagement within the company. Ababneh (2021) and Saks (2022) highlight the reciprocal nature of engagement, where employees respond positively when they perceive organizational support. The low dissatisfaction rate implies that the company has successfully fostered an environment that encourages engagement, motivation, and organizational commitment.

The findings suggest that Bukit Raya Sekawan Mining Company has effectively cultivated a positive engagement culture, but there remains room for improvement. Enhancing engagement strategies, such as strengthening emotional connections, providing career development opportunities, and fostering a culture of continuous feedback, can further elevate employee commitment and performance. By addressing the concerns of those in the Average and Unsuitable categories, the organization can work toward achieving a fully engaged workforce, leading to improved productivity and long-term organizational success.

Work Motivation at Bukit Raya Sekawan Mining Company

In this subsection, a description of research findings obtained through observations, supported by observational methods and questionnaires distributed to 41 employees at Bukit Raya Sekawan Mining Company, is provided. The data collected from questionnaires are then analyzed descriptively to explore and determine the identification of work motivation variables. Below is table 2, which illustrates a descriptive analysis of work motivation variables at Bukit Raya Sekawan Mining Company.

Table 2. Descriptive Analysis of Work Motivation

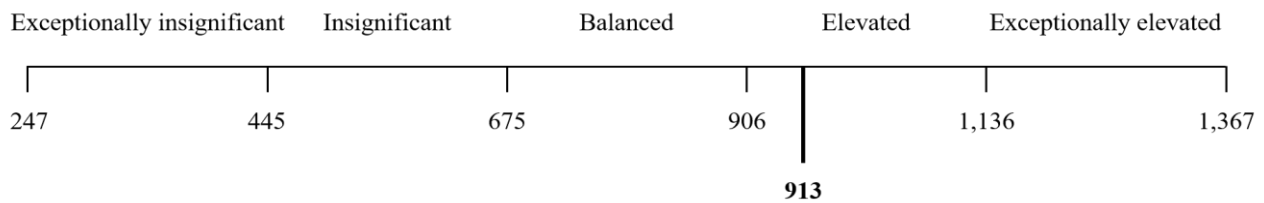
Section	Mark	Occurrence	Sum of Ratings
Highly suitable	5	40	200
Suitable	4	112	448
Average	3	77	231
Unsuitable	2	17	34
Highly unsuitable	1	0	0
Total			913

Source: Raw data 2025, computed

Based on table 2, it is evident that the overall mark for work motivation at Bukit Raya Sekawan Mining Company is 913. To facilitate interpretation of descriptive analysis results, researchers established categories as follows; highly suitable corresponds to exceptionally elevated, suitable to

elevated, average to balanced, unsuitable to insignificant, and highly unsuitable to exceptionally insignificant. Subsequently, researcher presented these findings using following continuum.

Figure 3. Continuum of Descriptive Analysis of Work Motivation



Source: Raw data 2025, computed

The descriptive analysis of work motivation at Bukit Raya Sekawan Mining Company indicates that most employees have a positive perception of their work motivation. Based on table 2, 20 employees (49.8%) rated their work motivation as suitable, while 7 employees (17.3%) rated it as highly suitable. Combining these two categories, 67.1% of respondents exhibit a high level of motivation. This suggests that the majority of employees feel adequately driven in their work, both by internal and external factors. These findings align with the research of Pulungan & Wasiman (2023), Ratna, Nur, Felix, Narendra, & Riyanti (2022), and Yuliantini & Santoso (2020), who stated that work motivation, as a source of enthusiasm and encouragement, plays a crucial role in enhancing employee performance. Therefore, the high level of employee motivation in this company can contribute to achieving organizational goals.

Meanwhile, 12 employees (33.3%) provided an average rating for work motivation, indicating that some employees experience moderate motivation, yet there is room for improvement. According to Farhah, Ahiri, & Ilham (2020), sufficient motivation is essential for employees to manage their work effectively. Factors such as fair compensation, a comfortable working environment, and managerial support can serve as key drivers in enhancing motivation within this group. Conversely, 2 employees (7.3%) rated their work motivation as unsuitable, while no employees rated it as highly unsuitable. This suggests that while the overall level of work motivation is high, a small proportion of employees feel that they lack sufficient encouragement. These findings are consistent with the studies of Goldfarb, Golan, & Galet (2023), Henning, Stenling, Tafvelin, Ebener, & Lindwaltet (2023), and Schröder (2023), which emphasize the importance of external support in boosting employee motivation. A lack of attention or support from the organization can be a limiting factor in achieving optimal performance.

These results indicate that Bukit Raya Sekawan Mining Company has successfully created a work environment that supports employee motivation. However, there are still opportunities for improvement. To enhance work motivation, several strategies can be implemented. First, enhancing managerial support by providing more explicit recognition of employee performance and strengthening communication can help managers better understand employees' needs. Second,

refining the compensation system by adjusting financial and non-financial incentives to align with employee needs can increase intrinsic motivation. Third, career development and training opportunities should be offered to improve job satisfaction and provide long-term motivation. Lastly, improving the work environment by ensuring a comfortable, safe, and productive workplace can enhance employee well-being and performance. By strengthening these aspects, the company can optimize employee motivation, ultimately contributing to improved organizational performance.

Turnover Intention at Bukit Raya Sekawan Mining Company

In this subsection, a description of research findings obtained through observations, supported by observational methods and questionnaires distributed to 41 employees at Bukit Raya Sekawan Mining Company, is provided. The data collected from questionnaires are then analyzed descriptively to explore and determine the identification of turnover intention variables. Below is table 3, which illustrates a descriptive analysis of turnover intention variables at Bukit Raya Sekawan Mining Company.

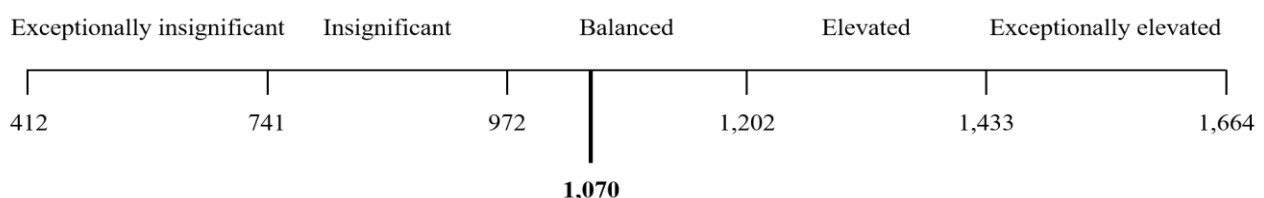
Table 3: Descriptive Analysis of Turnover Intention

Section	Mark	Occurrence	Sum of Ratings
Highly suitable	5	10	50
Suitable	4	79	316
Average	3	139	417
Unsuitable	2	105	210
Highly unsuitable	1	77	77
Total			1,070

Source: Raw data 2025, computed

Based on table 3, it is evident that the overall mark for turnover intention at Bukit Raya Sekawan Mining Company is 1,070. To facilitate interpretation of descriptive analysis results, researchers established categories as follows; highly suitable corresponds to exceptionally elevated, suitable to elevated, average to balanced, unsuitable to insignificant, and highly unsuitable to exceptionally insignificant. Subsequently, researcher presented these findings using following continuum.

Figure 4. Continuum of Descriptive Analysis of Turnover Intention



Source: Raw data 2025, computed

Turnover intention refers to an employee’s intention to leave an organization, either by resigning or moving to another company, often due to dissatisfaction or the pursuit of better job

opportunities. According to Gaan & Shin (2023), Lee (2022), and Yücel (2021), turnover intention is a deliberate and conscious decision by employees to leave an organization. The issue of turnover intention has become a major concern for human resource management, as it significantly impacts organizational stability and productivity (Taş & Özkara, 2020).

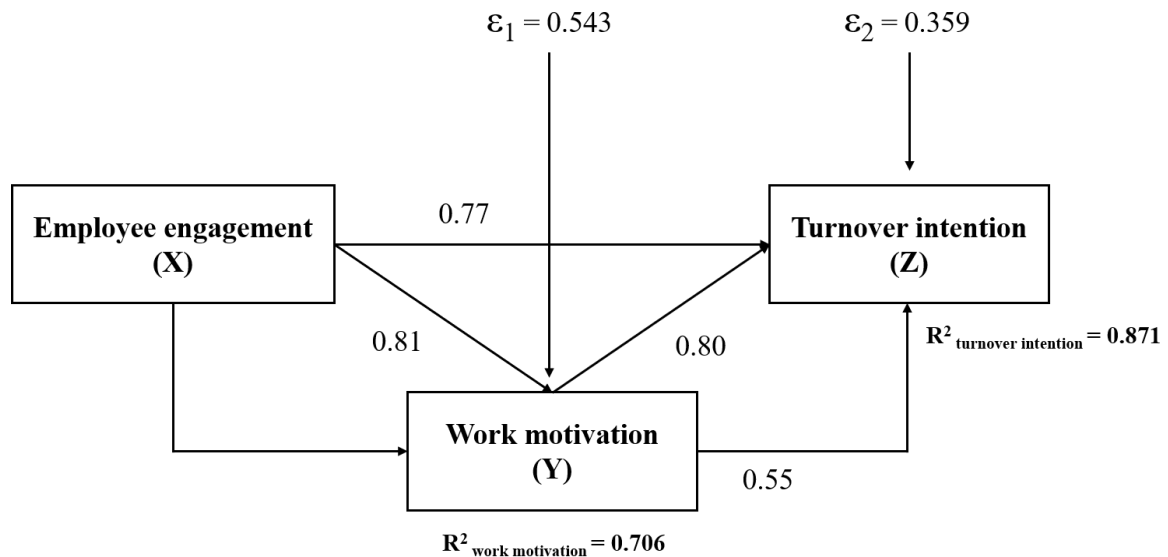
The descriptive analysis of turnover intention at Bukit Raya Sekawan Mining Company, as presented in table 3, reveals that 3 employees (0.9%) rated their turnover intention as highly suitable, while 6 employees (7.4%) rated it as suitable. This indicates that 8.3% of employees are inclined to leave the company. Meanwhile, 15 employees (13.0%) provided an average rating, suggesting that they are neutral or undecided about leaving. A significant portion, 10 employees (9.8%), rated turnover intention as unsuitable, and 7 employees (7.2%) rated it as highly unsuitable, indicating that 17% of employees have a low inclination to leave the company. These findings suggest that while a portion of employees exhibit turnover intention, the majority are either neutral or have a low intention to leave. This aligns with studies by Salini (2019), Rumawas (2022), and Ren & Kim (2023), which emphasize that factors such as job satisfaction, organizational commitment, and pay satisfaction influence turnover intention. Additionally, Suyono, Eliyana, & Ratmawati (2020) identified three key dimensions of turnover intention; thoughts of quitting, intention to quit, and intention to search for another job.

In addressing turnover intention, the company should implement targeted interventions to retain employees. Strengthening job satisfaction through competitive compensation, career advancement opportunities, and improved working conditions can reduce turnover intention. Moreover, fostering a positive organizational culture and providing professional development programs may enhance employee commitment and reduce the likelihood of turnover. By addressing these aspects, Bukit Raya Sekawan Mining Company can improve employee retention and sustain long-term organizational success.

Path Analysis of Employee Engagement on Work Motivation and Its Implications on Turnover Intention at Bukit Raya Sekawan Mining Company

Path analysis is employed in this study to examine the structural relationships between employee engagement, work motivation, and turnover intention at Bukit Raya Sekawan Mining Company. This method enables a comprehensive understanding of both direct and indirect effects, providing insights into how employee engagement influences turnover intention, either independently or through its impact on work motivation. Here is path analysis diagram derived from research findings.

Figure 5. Path Analysis Diagram



Source: Raw data 2025, computed

Correlation analysis indicates a strong relationship between the variables, with employee engagement positively correlating with work motivation (0.81) and turnover intention (0.77). This suggests that higher employee engagement at Bukit Raya Sekawan Mining Company leads to increased work motivation, while turnover intention tends to decrease. Furthermore, work motivation also shows a high correlation with turnover intention (0.80), indicating its crucial role in influencing employees' decision to stay or leave the company. These findings align with the perspectives of Govender & Bussin (2020) and Pass & Ridgway (2022), who emphasize that employee engagement not only reflects a positive attitude toward organization but also fosters collaboration among colleagues to enhance organizational performance.

The path analysis model further reveals that employee engagement has a significant direct effect on work motivation, with a regression coefficient of 0.84. This finding suggests that employees who feel engaged in their roles are more likely to be motivated in their work, leading to improved performance and job satisfaction. Additionally, employee engagement directly influences turnover intention with a coefficient of 0.66, meaning that the more engaged employees are, the less likely they are to leave the company. Similarly, work motivation has a direct effect on turnover intention, also with a coefficient of 0.66, emphasizing its importance in employee retention. This finding supports previous studies indicating that engaged employees are more likely to find meaning in their work, feel motivated, and perform effectively (Chairina, 2019; Perkasa, Indrawati, & Nuraini, 2023). Additionally, employee engagement directly influences turnover intention with a coefficient of 0.66, suggesting that the more engaged employees are, the less likely they are to leave the organization (Ababneh, 2021; Saks, 2022).

Work motivation itself shows a positive correlation with turnover intention (0.80) and directly affects turnover intention with a coefficient of 0.66. This confirms that work motivation plays a

crucial role in reducing employees' intention to leave the company (Pulungan & Wasiman, 2023; Ratna, Nur, Felix, Narendra, & Riyanti, 2022; Yuliantini & Santoso, 2020). Internal and external factors in work motivation, such as compensation, work environment, and managerial support, significantly influence employee behavior within the organization (Fahmi, Sudjono, Parwoto, Supriyatno, Saluy, Safitri, Effiyaldi, Rivaldo, & Endri, 2022; Phytanza & Burhaein, 2020).

In terms of total impact, employee engagement affects turnover intention both directly (0.66) and indirectly through work motivation (0.55), resulting in a total influence of 1.21. These findings highlight that employee engagement plays a crucial role in reducing turnover intention at Bukit Raya Sekawan Mining Company, with work motivation acting as an essential mediating factor. Therefore, the company should prioritize initiatives that enhance employee engagement and motivation, such as improving working conditions, providing competitive compensation, and fostering a supportive organizational culture to retain skilled and committed employees.

Conclusion

The findings of this study indicate that employee engagement at Bukit Raya Sekawan Mining Company is generally positive, with 83.7% of employees perceiving their engagement as highly suitable or suitable, reflecting a strong emotional, cognitive, and physical connection to their work, though 31.0% rated it as average, signaling areas for improvement in emotional connections, career development, and feedback mechanisms. Similarly, work motivation is high among 67.1% of employees, but 33.3% rated it as average, suggesting the need for enhancements in compensation, managerial support, and career development. Meanwhile, turnover intention remains low, with only 8.3% of employees highly inclined to leave and 17.0% demonstrating strong commitment to staying, indicating that the company has fostered organizational commitment, though improvements in job satisfaction, career advancement, and working conditions can further reduce turnover intention.

The findings also indicate a strong relationship between employee engagement, work motivation, and turnover intention at Bukit Raya Sekawan Mining Company. Correlation analysis reveals that higher employee engagement is associated with increased motivation and a lower tendency to leave the organization. Similarly, work motivation plays a crucial role in influencing employees' decisions to stay, reinforcing its importance in retention strategies. Path analysis further confirms these relationships, showing that engaged employees tend to be more motivated and less likely to consider leaving. These results align with previous research, highlighting that engagement fosters a sense of purpose, enhances motivation, and strengthens commitment to the organization. Moreover, the overall impact analysis suggests that employee engagement not only directly reduces turnover intention but also exerts an indirect influence through work motivation. These findings underscore the importance of fostering engagement and motivation as essential strategies for enhancing organizational commitment and minimizing employee turnover. Therefore, Bukit Raya

Sekawan Mining Company should prioritize initiatives that improve working conditions, offer competitive compensation, and cultivate a supportive work environment to ensure long-term employee retention and organizational success.

Future research should explore additional factors influencing employee engagement, work motivation, and turnover intention, such as leadership styles, organizational culture, and work-life balance, to gain a more comprehensive understanding of employee behavior. Longitudinal studies are recommended to assess how engagement and motivation evolve over time and their long-term impact on turnover intention. Additionally, qualitative approaches, such as in-depth interviews or focus group discussions, could provide deeper insights into employees' experiences and perceptions, complementing the quantitative findings. Expanding research to other industries or companies with different organizational structures would enhance the generalizability of the results. Lastly, investigating the effectiveness of specific engagement and motivation strategies implemented by the company could offer practical recommendations for improving employee retention and performance.

References

- Ababneh, O. M. A. (2021). How Do Green HRM Practices Affect Employees' Green Behaviors? The Role of Employee Engagement and Personality Attributes. *Journal of Environmental Planning and Management*. <https://doi.org/10.1080/09640568.2020.1814708>.
- Adiwinata, D., Oktiviani, R., & Perwitaningrum, R. (2022). Employee Engagement dan Kepuasan Kerja: Upaya Menekan Turnover Intention Karyawan Perbankan. *Faletahan Jurnal Ekonomi dan Bisnis*.
- Afrianti, N., Titisari, P., & Handriyono, H. (2018). Variabel yang Mempengaruhi Kepuasan Kerja dan Turnover Intention Pegawai Dinas Pendidikan Kabupaten Probolinggo. *BISMA*. <https://doi.org/10.19184/bisma.v12i2.7905>.
- Aliyyah, N., Prasetyo, I., Rusdiyanto, R., Endarti, E. W., Mardiana, F., Winarko, R., Chamariyah, C., Mulyani, S., Grahani, F. O., Rochman, A. S. ur, Kalbuana, N., Hidayat, W., & Tjaraka, H. (2021). What Affects Employee Performance Through Work Motivation? *Journal of Management Information and Decision Sciences*.
- Aulia, S. N., & Wijaya, F. (2023). Pengaruh Motivasi " Kerja , " Kompensasi , Dan " Lingkungan. *Journal of Economic, Business and Engineering (JEBE)*.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources Model: State of The Art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Chairina, R. R. L. (2019). Analisis Manajemen Sumber Daya Manusia (Studi Kasus Kinerja Perawat Rumah Sakit). *Analisis Manajemen Sumber Daya Manusia (Studi Kasus Kinerja Perawat Rumah Sakit)*.

- Creswell, J. W. (2014). *Research design: Qualitative, Quantitative, and Mixed Methods Approaches (4th ed.)*. Sage Publications.
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic Motivation and Self-Determination In Human Behavior*. Springer.
- Fahmi, P., Sudjono, Parwoto, Supriyatno, Saluy, A. B., Safitri, E., Effiyaldi, Rivaldo, Y., & Endri, E. (2022). Work Stress Mediates Motivation and Discipline on Teacher Performance: Evidence Work from Home Policy. *Journal of Educational and Social Research*.
- Farhah, A., Ahiri, J., & Ilham, M. (2020). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Online Program Studi Pendidikan Ekonomi*.
- Gaan, N., & Shin, Y. (2023). Generation Z Software Employees Turnover Intention. *Current Psychology*. <https://doi.org/10.1007/s12144-022-03847-9>.
- Goldfarb, Y., Golan, O., & Gal, E. (2023). A Self-Determination Theory Approach to Work Motivation of Autistic Adults: A Qualitative Exploratory Study. *Journal of Autism and Developmental Disorders*. <https://doi.org/10.1007/s10803-021-05185-4>
- Govender, M., & Bussin, M. H. R. (2020). Performance Management and Employee Engagement: A South African Perspective. *SA Journal of Human Resource Management*.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-Unit-Level Relationship between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis. *Journal of Applied Psychology, 87*(2), 268–279. <https://doi.org/10.1037/0021-9010.87.2.268>.
- Henning, G., Stenling, A., Tafvelin, S., Ebener, M., & Lindwall, M. (2023). Levels and change in autonomous and controlled work motivation in older workers—The role of proximity to retirement and sense of community at work. *Journal of Occupational and Organizational Psychology*. <https://doi.org/10.1111/joop.12406>
- Jufrizen, J. (2018). Peran Motivasi Kerja Dalam Memoderasi Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. *The National Conferences Management and Business (NCMAB)*.
- Lantang, M. L., Mandang, J. H., & Sengkey, S. B. (2023). Hubungan Antara Stres Kerja terhadap Kepuasan Kerja Pegawai di Kantor Sekertariat DPRD Kota Tomohon. *Psikopedia*. <https://doi.org/10.53682/pj.v4i1.6994>.
- Lee, J. (2022). Nursing Home Nurses' Turnover Intention: A Systematic Review. *Nursing Open*. <https://doi.org/10.1002/nop2.1051>.
- Ma'ruf, & Chair, U. (2020). Pengaruh motivasi kerja terhadap kinerja karyawan pada pt. nirha jaya tehnik makassar. *Jurnal Brand*.
- Oosterik, C. (2007). *Met Tauw Gebonden, Een Onderzoek Naar Het Behoud Van Personeel*. Universiteit Twente.

- Pancasila, I., Haryono, S., & Sulistyono, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*. <https://doi.org/10.13106/jafeb.2020.vol7.no6.387>
- Pass, S., & Ridgway, M. (2022). An Informed Discussion on The Impact of Covid-19 and 'Enforced' Remote Working on Employee Engagement. *Human Resource Development International*.
- Perkasa, F. S., Indrawati, L., & Nuraini, A. (2023). Persepsi Manfaat dan Persepsi Kemudian Terhadap Penggunaan Sistem Informasi Manajemen Rumah Sakit (SIMRS) di RSAU dr. Hoediyono Tahun 2022. *Jurnal Manajemen Dan Administrasi Rumah Sakit Indonesia (MARS)*.
- Phytanza, D. T. P., & Burhaein, E. (2020). The effects of tenure, teacher certification, and work motivation on special needs teacher performance. *Universal Journal of Educational Research*. <https://doi.org/10.13189/ujer.2020.080962>
- Pratiwi, H. R., Nyorong, M., & Jamalludin. (2022). Analisis Proses Manajemen Sumber Daya Manusia di Rumah Sakit Umum Mitra Medika Bandar Klippa. *Journal of Healthcare Technology and Medicine*.
- Pulungan, N., & Wasiman. (2023). Pengaruh Stres Kerja, Motivasi Kerja dan Lingkungan. *Jurnal Cafeteria*.
- Ratna, M., Nur, I., Nico Felix, G., Narendra, P., & Riyanti, T. (2022). Pengaruh Disiplin Kerja dan Kepuasan Kerja Terhadap Motivasi Kerja Pada Karyawan (Literature Review Manajemen Kinerja). *JIM Greenation Publication*.
- Ren, L., & Kim, H. (2023). Serial Multiple Mediation of Psychological Empowerment and Job Burnout in The Relationship between Workplace Bullying and Turnover Intention among Chinese Novice Nurses. *Nursing Open*. <https://doi.org/10.1002/nop2.1621>.
- Rozalia, N. A., Utami, H. N., & Ruhana, I. (2015). Pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Karyawan (Studi Kasus Pada Karyawan PT. Pattindo Malang). *Jurnal Administrasi Bisnis (JAB)*.
- Rumawas, W. (2022). Employees' Turnover Intention in The Construction Industry in Indonesia. *Journal of Construction in Developing Countries*. <https://doi.org/10.21315/jcdc-03-21-0050>.
- Saks, A. M. (2006). Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology*, 21(7), 600-619. <https://doi.org/10.1108/02683940610690169>.
- Saks, A. M. (2022). Caring Human Resources Management and Employee Engagement. *Human Resource Management Review*.
- Salini, S. (2019). Revision of The Genus Halys (Hemiptera: Pentatomidae) with Description of a New Species from India. *Zootaxa*.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The Measurement of

- Engagement and Burnout: A Two-Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3(1), 71-92. <https://doi.org/10.1023/A:1015630930326>
- Skelton, A. R., Nattress, D., & Dwyer, R. J. (2020). Predicting Manufacturing Employee Turnover Intentions. *Journal of Economics, Finance and Administrative Science*.
- Subariyanti, H. (2017). Hubungan Motivasi Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan PTLR Batan. *Jurnal Ecodemica*.
- Suyono, J., Eliyana, A., & Ratmawati, D. (2020). The Nightmare of Turnover Intention for Companies in Indonesia. *Opcion*.
- TAŞ, A., & Özkara, Z. U. (2020). İş Stresinin Algılanan Yönetici Desteği İle İşten Ayrılma Niyeti Arasındaki İlişkide Üstlendiği Rol. *Opus Uluslararası Toplum Araştırmaları Dergisi*. <https://doi.org/10.26466/opus.662681>.
- Vo, T. T. D., Tulliao, K. V., & Chen, C. W. (2022). Work Motivation: The Roles of Individual Needs and Social Conditions. *Behavioral Sciences*. <https://doi.org/10.3390/bs12020049>
- Yücel, İ. (2021). Transformational Leadership and Turnover Intentions: The Mediating Role of Employee Performance During Covid-19 Pandemic. *Administrative Sciences*. <https://doi.org/10.3390/admsci11030081>.
- Yuliantini, T., & Santoso, R. (2020). Pengaruh Lingkungan Kerja, Motivasi Kerja, dan Disiplin Kerja terhadap Kepuasan Kerja Karyawan PT. Travelmart Jakarta Pusat. *Jurnal Manajemen Oikonomia*.
- Zamzamy, A. S., Setiadi, I. K., & Nawir, J. (2021). Pengaruh Employee Engagement, Budaya Organisasi dan Work Life Balance terhadap Turnover Intention. *Business Management, Economic, and Accounting National Seminar*.