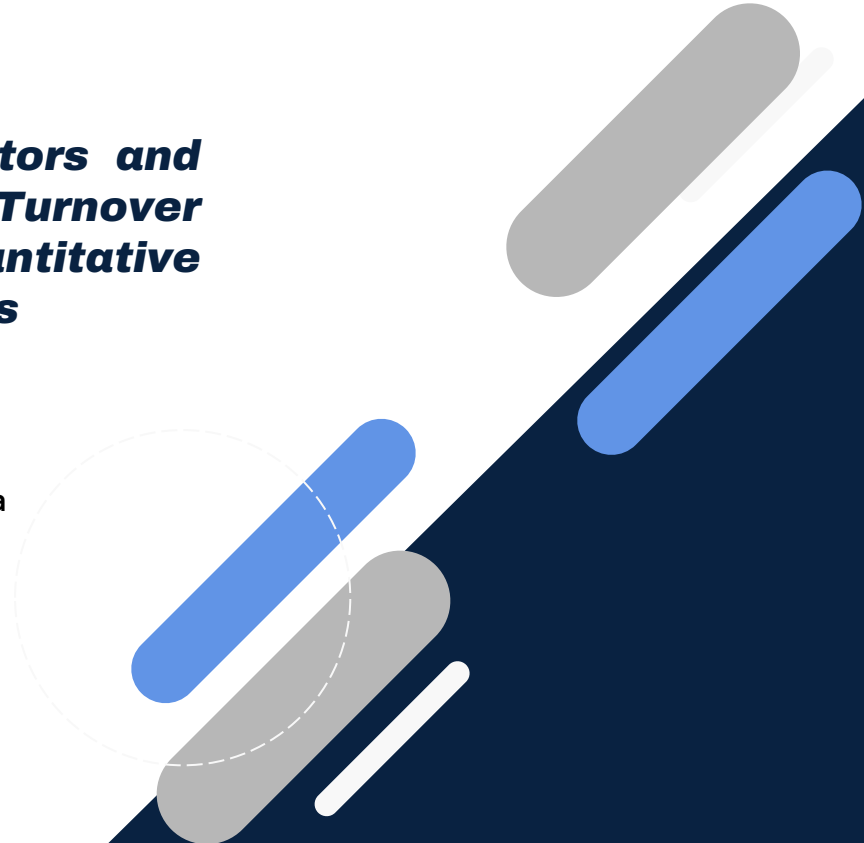


The Influence of Demographic Factors and Work Environment on Employee Turnover Intention in The FMCG Industry: a Quantitative Study Supported by Thematic Analysis

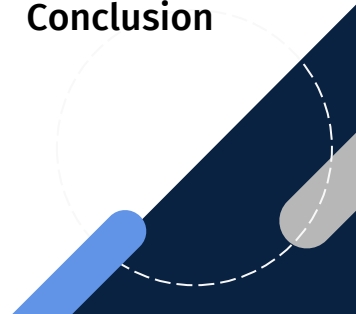
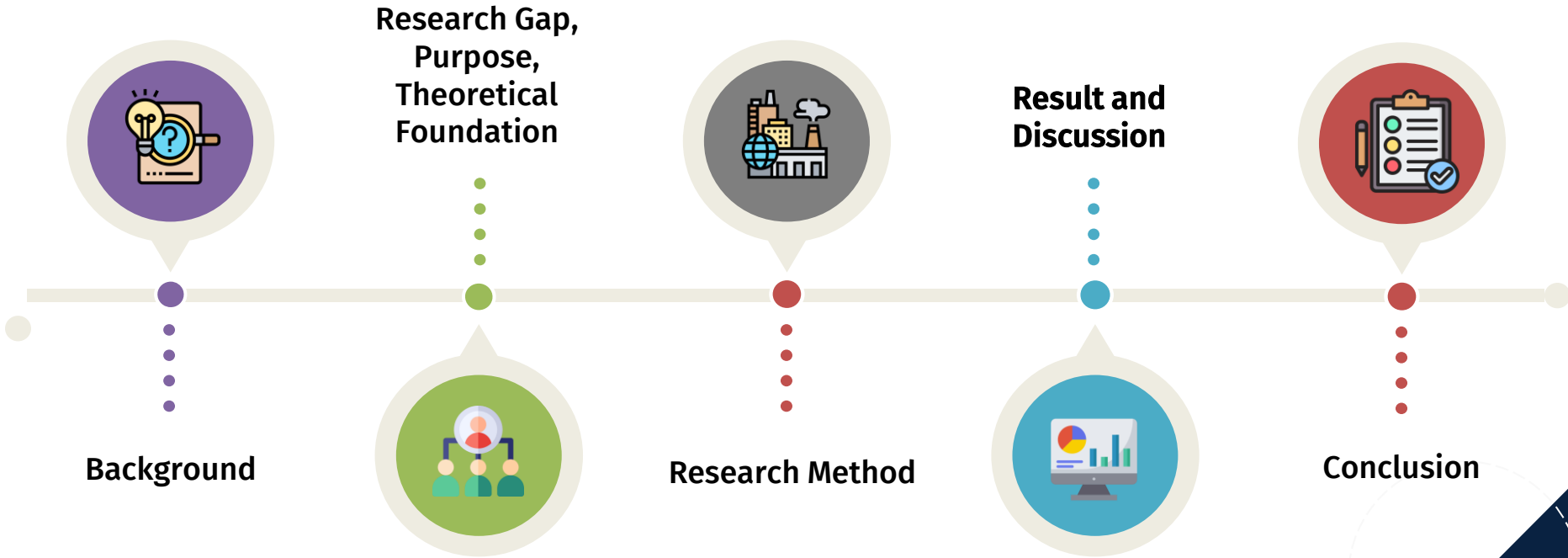
ICEBEF 2025 Presentation - Yoan Nita Estera
Magister Management, Universitas Widyatama



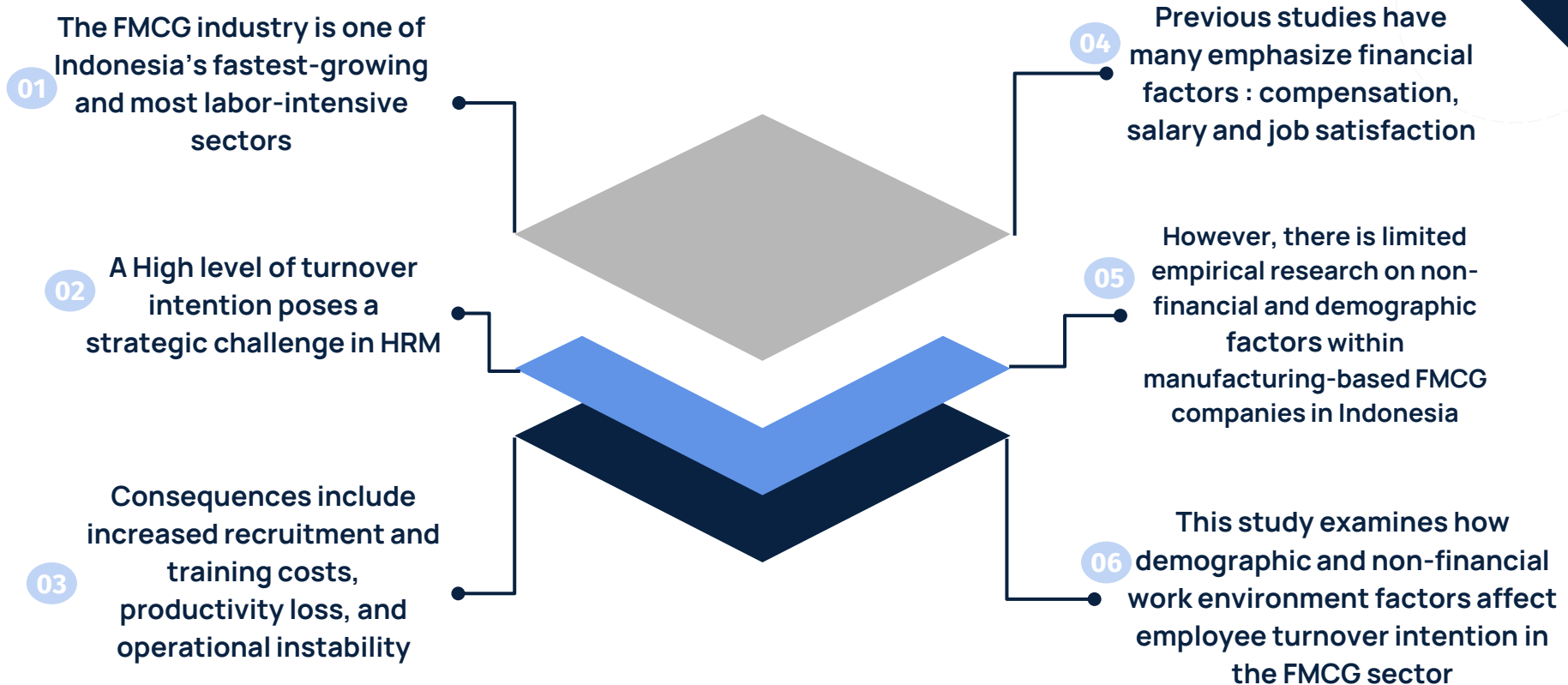
“When People Feel Valued, Then Don’t Just Work, They Belong.”



Contents



Background



Research Gap, Purpose, Theoretical Foundation



Research Gap:

Few empirical studies have examined the combined influence of demographic and non-financial work environment factors in emerging market contexts, especially within Indonesia's FMCG manufacturing context.



Purpose:

- Analyze the influence of demographic characteristics and work environment factors on employee turnover intention in the FMCG manufacturing sector
- Identify the most dominant factors affecting employees' decision to stay or leave the organization
- Provide strategic recommendations for developing sustainable and generationally responsive HR practices in FMCG companies



Theoretical Foundation

- 1. Social Exchange Theory** : Turnover intention is influenced by employees' perceptions of fairness, reciprocity, and organizational support
- 2. Herzberg's Two-Factor Theory** : Non-financial motivators—such as recognition, achievement, and responsibility—enhance job satisfaction and retention
- 3. Job Embeddedness Model** : Employees are more likely to stay when there is a strong fit with the organization, meaningful social links, and perceived sacrifice upon leaving

Integration this study integrates these theories to explain how demographic and work environment factors jointly influence turnover intention in FMCG companies.





The diagram features a central light blue circle with the text 'RESEARCH METHOD'. A dark blue line curves around the right side of this circle, connecting six circular icons of different colors (blue, red, teal, orange, green, blue). Each icon is linked to a text block describing a research component: Design, Location, Sample, Data Analysis, Instruments, and Purpose.

RESEARCH METHOD



Design: Quantitative explanatory design with an integrated thematic analysis



Location: FMCG company, Bandung-Majalengka (March-May 2025)



Sample: 100 operational employees, purposive sampling



Data Analysis :

- Descriptive statistics to describe respondent profiles
- Multiple linear regression, t-test, F-test, and R^2 to measure influence and model strength
- Thematic analysis applied to open-ended responses for qualitative insights



Instruments: Demographic, work environment, and turnover intention questionnaires ($\alpha > 0.7$)



Purpose : To combine statistical accuracy with qualitative insights to strengthen HR strategy formulation

Result Overview

01 Both demographic and work environment factors significantly influence turnover intention

02 Validity ($r > 0.2$) and reliability ($\alpha_{WE} = 0.967$; $\alpha_{TI} = 0.952$) achieved

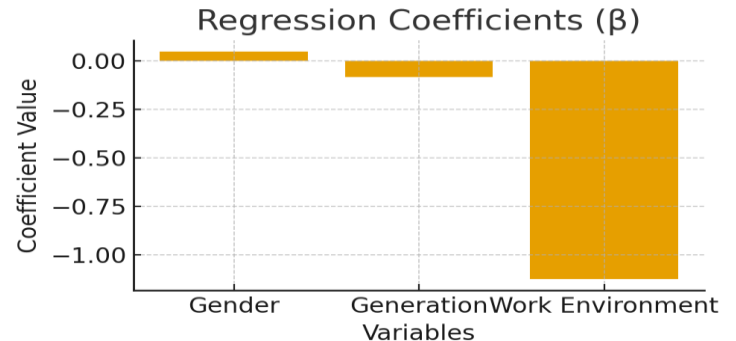
03 Model explains 78% of variance ($R^2 = 0.78$)

04 Significant variables: Gender ($p = 0.007$), Generation ($p = 0.012$), Work Environment ($p < 0.001$).

05 Demographic Profile : Respondents mostly Gen Z (80%), male (78%), aged 19–34 years ($M = 24.24$), 96% hold high-school/vocational education, average income IDR 2.61 million, Work environment mean = 0.6453, Turnover intention mean = 0.6512

06 Work Environment ($\beta = -1.124$) is the most dominant factor reducing turnover intention

| Variable | Coefficient (β) | p-Value | Remark |
|------------------|-------------------------|----------|------------------------|
| Gender | +0.048 | 0.007* | Significant (+) |
| Generation | -0.082 | 0.012* | Significant (-) |
| Work Environment | -1.124 | <0.001** | Highly Significant (-) |
| R ² | 0.78 | F = 54.4 | Model Significant |



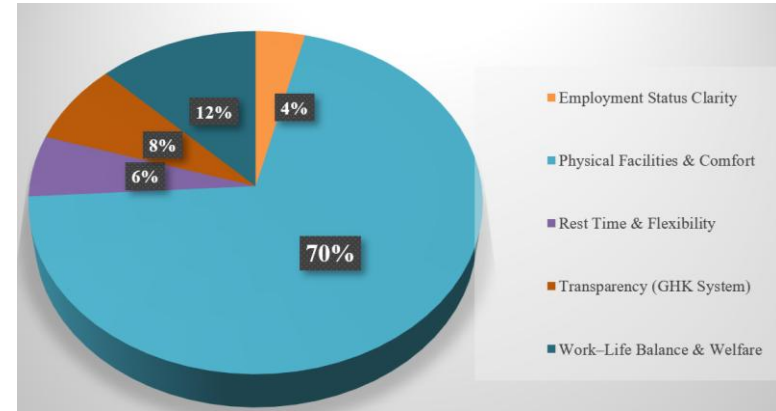


Discussion and Key Thematic Insights

- The work environment is the most influential factor in reducing employee turnover intention
- Non-financial aspects such as fairness, communication, social support, and psychological comfort have a stronger impact than financial rewards.
- Gender and generation significantly affect retention, reflecting generational differences in expectations and values
- Employee feedback revealed five consistent themes supporting the quantitative result.
- These insights confirm Herzberg's Theory and Blau's Social Exchange Theory showing that fairness, recognition, and organizational support enhance commitment
- The integration of quantitative and qualitative findings highlights that creating an inclusive, transparent, and supportive workplace is key to reducing turnover intention
- This indicates a strategic shift in HR focus from financial rewards toward human sustainability



Thematic Summary of Employee Concern



Source: Employee Feedback, 2025 (Thematic Analysis)





Managerial Implications and Key Takeaways



Hypothesis Testing Summary

| Hypothesis | Statement | Result | Supported |
|------------|---|--|-----------|
| H1 | Demographic factors (age, gender, generation, education, income) significantly affect turnover intention. | Partially supported (gender & generation significant). | ** |
| H2 | Work environment negatively affects turnover intention | Strongly supported | **** |

Conclusion

Non-financial work environment factors are the most dominant in reducing turnover intention in the FMCG MFG Sector

Gender and generation also significantly influence employees' intention to stay, while age, education, and income show no significant effect

Fairness, communication, comfort, and inclusivity foster stronger employee commitment and retention

This study confirms Herzberg's and Blau's theories highlighting that organizational support and psychological security enhance loyalty

Retention strategies should prioritize non-financial improvements and employee ownership, and participative culture to achieve sustainable HR practices

Sustainable retention in FMCG industries requires human-centered engagement and inclusive leadership to strengthen long-term resilience



Future Research Direction

Future studies should explore mediating variables such as job satisfaction, leadership style, and organizational trust to deepen understanding of employee retention dynamics



Thank You.

“When People Feel Valued, Then Don’t Just Work, They Belong.”

