

## The Influence of Motivation, Organizational Communication, and Compensation on Employee Retention at Cafe Paddy Breeze Warujayeng, Nganjuk

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### ABSTRACT

This study aims to examine the influence of motivation, organizational communication, and compensation on employee retention at Cafe Paddy Breeze in Warujayeng, Nganjuk. The research uses a quantitative approach involving all café employees to provide an objective understanding of the factors that encourage employees to stay. The findings show that motivation and compensation have a significant positive effect on employee retention, while organizational communication does not show a significant individual impact. Nevertheless, the three variables together contribute significantly to retention. The study adds value to human resource management literature, particularly within the food and beverage sector, by analyzing these variables simultaneously. Practically, the results offer guidance for managers in improving motivation, strengthening communication, and ensuring competitive compensation to reduce turnover. This study is limited by its small sample size and single research site, indicating the need for broader future studies to enhance generalizability.

**Keywords:** Motivation, Organizational communication, Compensation, Employee retention.

## INTRODUCTION

The development of the food and beverage service industry, especially cafes, is currently experiencing rapid increase in line with the lifestyle trend of modern people who increasingly like to relax in comfortable places and full of interesting atmospheres. One of the businesses that is quite growing in the Nganjuk area is Cafe Paddy Breeze Warujayeng, which offers the concept of a hangout place with a beautiful and comfortable atmosphere for customers. During increasingly fierce competition, the success of a café business is highly dependent on the quality of service and operational sustainability, both of which are greatly influenced by human resources (HR) owned.

However, one of the main challenges faced by business owners, like Cafe Paddy Breeze is the high turnover rate. Frequent employee turnover can cause various problems, ranging from increased operational costs due to the recruitment and training process of new employees, reduced productivity, to decreased service quality to customers. This situation raises important attention to the factors that affect employee retention, so that they remain loyal and contribute optimally to business sustainability.

Employee retention is one of the crucial aspects of human resource management that aims to keep employees in the organization. According to ([Adzka & Perdhana, 2017](#)), the factors that most influence employee retention include rewards, compensation, leadership, career development, training, and job satisfaction, all of which play a role in building loyalty and reducing turnover rates ([Adzka & Perdhana, 2017](#))

Loyal and highly motivated employees can increase productivity and service quality, thus having a positive impact on customer satisfaction and business success. Therefore, business management must be able to create a work environment that is able to increase employee satisfaction and loyalty. One commonly used approach is to understand and manage the factors that motivate employees to feel valued, feel comfortable at work, and see potential for career development in the workplace. In line with this, Irfan et al. (2024) emphasized that work motivation has a positive and significant effect on employee performance, which means that the higher the motivation employees have, the greater their contribution to the organization ([Irfan et al., 2023](#))

Various studies have looked at different factors that influence whether employees stay in a job. Key factors include work motivation, pay, communication within the organization, job satisfaction, company culture, and reward systems. Work motivation is an internal drive that pushes someone to perform well and contribute to their work. It involves attitudes and values that motivate a person to reach their specific goals. These attitudes and values are not visible but provide the energy needed for a person to take action and succeed ([Nurrachmawati, 2023](#)). When employee motivation is high, they tend to have greater dedication to the job and feel more satisfied, so they have the potential to stay in the organization. On the other hand, low motivation can cause employees to easily feel dissatisfied, less loyal, and finally decide to quit their job.

In addition to motivation, compensation factors or payroll systems also play an important role in employee retention. ([Nurdin et al., 2023](#)) ([Nurdin et al., 2023](#)) Explaining that rewards that are fair and commensurate with employees' contributions and responsibilities can increase a sense of appreciation and loyalty, while an imbalance in compensation will lead to job dissatisfaction ([Rahmawati, 2019](#)). This is in line with ([Suhendar, 2021](#)). ([Syah et al., 2025](#)) who found that employee compensation and retention have a significant effect on employee performance, where retention is the most dominant factor in retaining qualified employees ([Widiawati et al., 2023](#)).

Effective organizational communication management is also important, because open and honest communication can strengthen relationships between employees and between employees and management, increasing mutual trust and commitment to the organization. Good communication helps create a healthy and honest work environment. This can make employees more focused, creative, and enthusiastic about working for the company. Thus, the company's performance will increase and the company's goals will be easier to achieve (Pniel et al., 2024.) (Widiawati et al., 2023) emphasizing that effective organizational communication can improve employee performance by creating good understanding between members of the organization and reducing misunderstandings (Darim, 2020). Likewise, (Nurdin et al., 2023) (Nurdin et al., 2023) shows that one-way and less open communication decreases employee performance and motivation in the work environment.

Motivation, organizational communication, and compensation are believed to impact employee retention. However, there are gaps in research, especially in the food and beverage service industry, like cafes. Most studies tend to focus on one or two of these factors or only partially examine their influence, failing to show how they all work together to affect employee retention. Additionally, many studies have been done in different areas and industries, with little focus on local café businesses, which face unique challenges.

This situation highlights the need for more in-depth and comprehensive research on the combined influence of motivation, organizational communication, and compensation on employee retention in the food and beverage service industry, particularly in local cafes. This approach is important so that management can formulate more appropriate and effective strategies in increasing employee loyalty, which will ultimately have a positive impact on business sustainability and growth.

In addition to contributing to the development of science, the results of this research are also expected to provide practical benefits for café managers and managers in designing more targeted human resource management policies. By increasing employee motivation through awards, improving internal communication systems, and providing competitive and fair compensation, it is hoped that employee retention rates will increase and create a harmonious and development-oriented work atmosphere.

This study has some limitations, including a small number of respondents and being conducted in just one café, which makes it hard to apply the results to the entire industry. More research is needed at different locations and should include other factors like leadership, organizational culture, and job satisfaction. This will help create a clearer understanding of what influences employees' desire to stay in the food and beverage service industry.

Thus, this study will bring theoretical benefits in adding to the literature on the relationship between motivation, organizational communication, and compensation to employee retention simultaneously, as well as provide practical guidance that can be implemented by business managers to increase employee loyalty and business sustainability.

Cafe Paddy Breeze Warujayeng Nganjuk faces challenges in retaining its employees, which is reflected in the high turnover rate. The high number of employees in and out not only increases operational costs but also interferes with the continuity of service and service quality to customers. Internal factors that are the main causes are low employee work motivation, ineffective communication between teams, and dissatisfaction with the reward system and salaries received. Many employees feel under noticed, do not feel appreciated for their contributions, and limited career development opportunities that

cause their morale to decrease and the desire to stay employed at the company decreases.

Therefore, it is necessary to have a deep understanding of the factors that affect employee retention at Cafe Paddy Breeze Warujayeng Nganjuk. By identifying and managing motivational factors, organizational communication, and compensation systems appropriately, it is hoped that it will be able to increase employee loyalty and desire to survive, to support the sustainability and development of the business in a more stable and sustainable manner.

This study looks at the problem of low employee retention at Cafe Paddy Breeze Warujayeng Nganjuk. It is thought that internal factors within the organization are causing this issue. The study wants to find out how employee motivation, how well communication works in the company, and whether the pay system is fair all play a role in whether employees stay or leave. It also wants to see how much these factors affect employees' loyalty and happiness at work. The study will also find out which of these factors has the biggest impact on keeping employees.

## **LITERATURE REVIEW**

### **Employee Retention**

Employee retention shows how well a company keeps its high-performing workers over time. It is an important part of managing human resources because it reflects how well the organization operates, its ability to keep knowledge, and the consistent performance of teams. If a company struggles to retain employees, it can face many problems, including direct costs like hiring and training new staff, as well as indirect issues like lower productivity and teamwork disruptions that can hurt the company's success. To better understand employee retention, some theories have been presented. One is Social Exchange Theory, which highlights the need for fair and mutual relationships between employees and the company. Employees are more likely to stay if they feel valued and treated fairly. Another theory is Job Embeddedness Theory, which looks at factors like how well employees fit the company culture, their social connections, and the losses they would face if they left. The combination of these factors explains why employee retention depends not only on the employee's personal circumstances, but also on the organizational climate and social relationships within it. ([Mulyadi et al., 2025](#))

### **Motivation**

Work motivation is an inner force that drives a person to take action, create, and achieve goals. It is crucial for improving employee performance, so organizations need to take this issue seriously. Motivation also influences how a leader builds morale in subordinates, encouraging them to work harder and develop their abilities. There are two types of motivation: positive motivation, which involves rewarding employees who achieve above-standard performance, and negative motivation, which involves threatening punishment for those who fail to meet standards. Of the two types, positive motivation tends to have a more positive impact over the long term. The main goals of work motivation are to increase employee morale and satisfaction, maintain employee engagement, improve work results and discipline, create a comfortable work environment, and optimize human resource management so that the company can achieve maximum results and maintain business continuity ([Esisuarni, 2024](#)).

### **Organizational Communication**

Communication within an organization is a crucial factor influencing the success of various activities within an institution, including educational institutions. In education, educators play a crucial role in shaping human quality, so how communication works

within a school or educational institution is crucial to supporting optimal performance (Robbins & Judge, 2017). Good communication not only facilitates the transfer of information but also fosters professional and motivated educator performance. Purnomo (2020) emphasized that in madrasas, principals must be able to manage verbal and nonverbal communication to achieve the institution's vision and mission. Communication serves not only as a means of conveying messages but also as a strategy to strengthen the educational organization. This is supported by Rohmah (2023), who stated that communication strategies, both vertical and horizontal, can increase employee loyalty and productivity. Effective communication fosters a harmonious work environment, fosters mutual respect, and focuses on achieving shared goals. From these views, it can be concluded that effective organizational communication is a major factor in improving the performance of educators, and this study aims to further analyze how effective organizational communication can be applied in educational environments to support the optimal improvement of professionalism, loyalty, and performance of educators ([Abdurrozaq, 2025](#)).

### **Compensation**

Compensation is the money or other things given to employees in exchange for their work at a company. It can come in the form of cash, direct benefits, or indirect benefits. The amount of compensation depends on factors like job descriptions, what the company needs, the specific job role, and rules about fair pay. Compensation is also a way to show appreciation for employees' efforts, which helps them feel more satisfied and motivated at work. It is part of the human resources process where rewards are given for doing job roles. Employees get compensation as payment for their services, and it includes all the different kinds of pay they receive for working in an organization, which can be in the form of money or other things. If compensation is not given fairly, employees might feel upset or jealous of others, leading to a bad work environment and lower productivity. ([Nabila & Octaviani, 2025](#)).

## **RESEARCH METHOD**

This study applies a quantitative method with an associative approach, which aims to identify the relationship and impact between independent variables such as motivation ( $X_1$ ), organizational communication ( $X_2$ ), and compensation ( $X_3$ ), on the dependent variable, namely employee retention ( $Y$ ). This approach was chosen because it aligns with the characteristics of research that focuses on examining relationships between variables that can be measured using numerical data. This associative approach has also been applied in their research on the influence of compensation, motivation, and organizational culture on employee retention in the Generation Z coffee shop industry in Yogyakarta ([Santosa, 2021](#)).

The population in this study consisted of all employees working at Cafe Paddy Breeze Warujayeng. To determine the sample size, a saturated sampling technique was used, in which all members of the population were sampled due to the limited and reachable number of employees. The assumption in using this saturated sampling technique is that all employees have similar characteristics, namely having worked for more than six months so they can understand the conditions and work culture at Cafe Paddy Breeze, having a minimum education level equivalent to high school to be able to understand the questionnaire, and working in the same environment and work system, including working hours, direct supervisors, and a uniform compensation system. This approach is similar to research conducted to analyze the effect of compensation and retention on performance. ([Suhendar, 2021](#)).

Data was collected using a questionnaire to understand how people view motivation, communication, pay, and keeping employees. A five-point Likert scale was used, ranging from 1 (strongly disagree) to 5 (strongly agree), which is common in quantitative research. ([Aziz, 2022](#)) The research focuses on how motivation and pay affect employee productivity. It uses primary data collected from employee questionnaires and observations. ([Daroiin, 2025](#)). In addition, light interviews were conducted to gather additional information regarding working conditions and factors affecting employee retention at Cafe Paddy Breeze.

The validity test results showed that the motivation ( $X_1$ ), organizational communication ( $X_2$ ), compensation ( $X_3$ ), and employee retention ( $Y$ ) variables had calculated  $r$  values greater than the critical  $r$  value of 0.3061. Specifically, motivation ranged from 0.425 to 0.697, organizational communication from 0.384 to 0.669, compensation from 0.450 to 0.700, and employee retention from 0.514 to 0.740. All items are valid as they exceed the  $r$  table value. The reliability test using Cronbach's Alpha yielded scores of 0.846 for motivation, 0.719 for organizational communication, 0.693 for compensation, and 0.756 for employee retention. These scores indicate that all variables are reliable and can be used in future measurements. ([Tavakol & Dennick, 2011](#)).

The data analysis applied multiple linear regression using SPSS software version 25.0. It aimed to explore how motivation, organizational communication, and compensation affect employee retention. A  $t$ -test checks the impact of each variable, while the  $F$  test assesses the overall influence.  $R^2$  measures the contribution of independent variables.

## **RESULTS**

### **Normality Test**

This test checks if the independent and dependent variables in a regression model are normally distributed. The Kolmogorov-Smirnov (K-S) test is used for this. If the K-S value is above 0.05, the data is normally distributed. If it is below 0.05, the data is not normally distributed ([Daroiin, 2025](#)). Having normally distributed data is important because it helps ensure the results from the multiple linear regression analysis are accurate and reliable. In this study, a normality test was performed using a P-P Plot graph of the regression residuals, analyzed with SPSS version 25.0. The results showed that the data points on the graph were spread along the diagonal line in a straight pattern, which means the data is normally distributed. Because of this, the normality assumption is met, and the regression model can be used for further analysis.

### **Multicollinearity Test**

Normality is important for reliable results in multiple linear regression analysis. The study tested for normality using a P-P Plot from the regression residuals and analyzed it with SPSS version 25. The graph showed data points aligning with the diagonal, confirming a normal distribution and meeting the normality assumption for further testing. ([Wulansari, 2025](#)). The results show that the tolerance value for each independent variable is more than 0.10, and the VIF value is less than 10. The tolerance values range from 0.398 to 0.491, and the VIF values range from 2.038 to 2.515. This suggests there is no strong sign of multicollinearity.

### **Heteroskedasticity Test**

The heteroscedasticity test looks at whether the spread of the residuals changes across different levels of the predicted values in a multiple linear regression model. In this study, the test used a scatterplot that showed the predicted values (ZPRED) on one axis and the residual values (ZRESID) on the other. The results showed that the data points were

randomly scattered without a clear pattern around the zero axis. This even spread suggests constant residual variance, indicating no signs of heteroscedasticity. Therefore, the homogeneity assumption is met, making the regression model suitable for further analysis.

### Multiple Linear Analysis Test

Multiple linear regression is a method used to understand how changes in several independent variables affect a dependent variable.

**Table 1.** Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std.Error	Beta
	(Constant)	1,005	1,073	
1	Motivation	.628	.025	.967
	Organizational Communication	.008	.035	.008
	Compensation	.024	.037	.023

A multiple linear regression analysis was done to see how motivation, organizational communication, and compensation affect employee retention. The results showed a strong effect, with an F value of 539.615 and a significance level of 0.000, meaning there's a clear link between these factors and retention. The regression equation is: Employee Retention = 1.005 + 0.628 Motivation + 0.008 Organizational Communication + 0.024 Compensation + e. This means motivation is a key factor, with a positive effect on retention and a significance value of 0.000. However, organizational communication and compensation have a positive effect, but they are not statistically significant because their values are above 0.05. So, motivation is the main factor that significantly influences employee retention, while the other two factors have some influence but not enough on their own.

### Coefficient of Determination

The coefficient of determination is an important statistical indicator in a regression model. It indicates how much of the change in the independent variable can be explained by the combination of dependent variables. The R<sup>2</sup> value ranges from 0 to 1; the closer it is to 1, the greater its ability to explain the dependent variable, and the closer it is to 0, the lower its ability ([Daroiin, 2025](#)).

**Table 2.** Result of the Coefficient of Determination Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square
1	.989a	.987	.976

The data showed that the determination coefficient (R<sup>2</sup>) was 0.989, indicating that motivation, organizational communication, and compensation explain about 98.9% of employee retention rates at Cafe Paddy Breeze Warujayeng, Nganjuk. The remaining 1.1% is due to other factors not included in the study. The Adjusted R Square value of 0.976 suggests the regression model is reliable. Thus, while these three variables significantly impact employee retention, more research is needed to understand other influencing factors.

### T test

**Table3.** T Test Result

		Coefficients a				

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Itself
1	(Constant)	1.005	1,073		.937	.355
	Motivation	.628	.025	.967	24,817	.000
	Organizational Communication	.008	.035	.008	,227	.821
	Compensation	.024	.037	.023	.651	.519
	a. Dependent variable : Employee Retention					

The t-test results show that motivation has a big effect on how long employees stay, with a t-value of 24.817 and a significance level of 0.000, which is lower than 0.05. On the other hand, organizational communication had a t-value of 0.227 and a significance of 0.821, and compensation had a t-value of 0.651 with a significance of 0.519. Because both organizational communication and compensation have significance levels higher than 0.05, they don't have a strong effect on employee retention. Only motivation was found to have a significant impact on retention among the three factors studied.

#### F Test

**Table 4.** Simultaneous Test Result (F Test)

		ANOVA				
	Model	Sum of Sqaure	Df	Mean Square	F	Itself
	Regression	460,729	3	153,576	539,615	.000B
1	Residual	10,246	36	,286		
	Total	470,975	39			

The F-Test results show a calculated F value of 539. 615 and a p-value of 0. 000. Since this p-value is less than 0. 05, it indicates that motivation, organizational communication, and compensation have a significant effect on employee retention at Cafe Paddy Breeze Warujayeng, Nganjuk. The regression model used is reliable and effectively explains how these variables impact employee retention. These three factors significantly help improve retention, suggesting that management can use this model to support decisions aimed at keeping employees. The results also demonstrate that the influence of these variables is based on strong statistical evidence, enhancing workforce loyalty and sustainability.

### DISCUSSION

The study results show that motivation has the largest and most significant influence on employee retention rates at Café Paddy Breeze Warujayeng, Nganjuk. This finding is supported by a very high t-value and a significance level well below 0.05, thus statistically concluding that motivation is the main factor influencing employees' decisions to remain in the organization. A high regression coefficient for the motivation variable indicates that improvements in motivational areas, such as rewards, recognition, a sense of appreciation, or psychological well-being, will have a positive impact on the number of employees who decide to stay. This finding is in line with previous theory and research, which states that motivation is an important internal force in encouraging employees to remain committed, productive, and loyal to their organization.

This study found that organizational communication and compensation do not significantly affect employee retention on their own. Although they had positive effects, their individual influence was not strong enough, as shown by significance values above 0.05. Employees may see communication as sufficient, and compensation as fair but not compelling enough. However, when combined with motivation, all three factors together have a significant impact on employee retention. This means that while communication and compensation alone may not retain employees, they help support retention when paired with motivation.

The analysis shows that 98.7% of the changes in employee retention at Café Paddy Breeze can be explained by factors like motivation, communication, and compensation. This means these aspects are key to keeping employees. Only 1.3% is affected by other factors like leadership style and work conditions. Therefore, management should focus on boosting motivation through rewards, providing development opportunities, ensuring a comfortable work environment, and fostering good relationships among employees. Additionally, improving internal communication and creating a fair pay system are essential for better retention. Together, these efforts can reduce resignations and support the long-term success of Café Paddy Breeze.

## **CONCLUSION**

The study found that motivation, organizational communication, and compensation all significantly affect employee retention. This is supported by an R-square value of 0.978 and a significant F test, indicating these factors work together effectively. These findings agree with previous research that highlights motivation and compensation as important for keeping employees. ([Adzka & Perdhana, 2017](#)). This text discusses findings from a study that contradicts an earlier study by ([Santosa, 2021](#)). The earlier study said that communication within organizations greatly affects how long employees stay with a company. In contrast, the new study shows that while organizational communication does have some effect, it is not significant on its own. However, it still contributes to employee retention when considered with other factors.

These results demonstrate the importance of maintaining motivation and improving a fair compensation system to increase employee loyalty ([Adzka & Perdhana, 2017](#)). Meanwhile, the influence of organizational communication requires more attention, because although it is not significant individually, its existence still contributes together with other variables. This study reinforces the importance of a combined variable approach in human resource management and emphasizes the need to pay attention to the factors that collectively affect retention, as supported by previous theories and research results ([Santosa, 2021](#)).

This study has some limitations, including a small sample size and its focus on just one location, Café Paddy Breeze in Warujayeng, Nganjuk. As a result, the findings cannot be applied to other industries or areas. The study only looks at a few variables: motivation, organizational communication, and compensation, ignoring other important factors like leadership, organizational culture, and overall job satisfaction. This may impact the results' broader applicability and suggests that more research with a larger sample and additional variables is needed to better understand what affects employee retention in the service industry.

## **LIMITATION**

This study involved 40 employees from Café Paddy Breeze Warujayeng, and all employees were eligible, thus the entire population was sampled in this study. However,

this study is limited because it was only conducted at a single business location, so the results cannot be applied to other cafes or culinary businesses. The study only examined the influence of three factors: motivation, organizational communication, and compensation on employee retention.

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#### DECLARATION OF CONFLICTING INTERESTS

The authors state that they have no conflicts of interest related to their research, writing, or publication. They conducted their analyses and conclusions objectively, without outside influence, and followed research ethics principles.

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