

STRATEGY FOR REDUCING EMPLOYEE TURNOVER INTENTION: THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT AS MEDIATED BY JOB SATISFACTION

Diah Syartika Syarif¹, Djoko Soelistya^{2*}, Suyoto Suyoto³

Universitas Muhammadiyah Gresik

diahsyartikasyarif@gmail.com; djoko_soelistya@umg.ac.id

Abstract

The research aims to analyze the influence of Organizational culture variables and Work environment variables on turnover intention variables, to analyze the influence of Organizational culture variables and Work environment variables on Job satisfaction variables and to analyze the influence of Organizational culture and Work environment on turnover intention with Job satisfaction as a mediating variable in PT Adhi Karya Manyar Smelter Gresik Project, The type of research used in this research is quantitative research. The population and sample in this study were employees of PT Adhi Karya Manyar Smelter Gresik Project, totaling 271 respondents. The research results show that Organizational culture and Work environment have a positive and significant influence on Turnover intention. Organizational culture has a positive and significant influence on job satisfaction, while work environment does not have a significant influence on job satisfaction. Job satisfaction has a positive and significant influence on turnover intention. Organizational culture has a significant influence on turnover intention through job satisfaction as mediation, but work environment does not have a significant influence on turnover intention through job satisfaction as mediation. From the research results of PT Adhi Karya Manyar Smelter Gresik Project, it is recommended to condition the organizational culture that is implemented, and provide or complete work facilities so that employees feel more at home at work, apart from that, increasing salaries or giving bonuses can also be done for employees to prevent turnover intention from increasing.

Keywords : *Organizational culture; Work environment; Job satisfaction; Turnover intention*

INTRODUCTION

In facing competition in the global era, organizations must have competitive advantages in the potential of human resources that can be relied on to achieve organizational goals. One of the changes that occurred was a change in overall economic conditions. So economic and industrial actors must be able to face the changes that occur (Putri et al., 2019). Soelistya, (2021) explains that if an organization is late or even unable to adapt to change, then the organization will experience bankruptcy. Human resources are considered a valuable component for companies, because humans are resources that are always moving and changing. Based on several data obtained in the field, it shows that the employee turnover rate in several companies is quite high (Susilowati et al., 2020).

Significant employee turnover can be a serious problem in an organization because if it is not managed well, it can hinder the achievement of organizational goals, achievement of targets, and so on. Due to the reduced number of employees, work is not completed properly (Supriadi et al., 2021). Turnover intention in a company is very much needed by human resource governance. Human resource management (HR) includes all management policies and actions that directly impact the workforce. HRM is important for improving workforce performance and productivity in organizations. The aim is to provide the organization with an effective work unit, especially in implementing organizational culture.

PT Adhi Karya is a construction industry company. The Limited Liability Company encourages PT Adhi Karya to continue to provide the best for every stakeholder during the increasingly rapid development of PT Adhi Karya and the construction industry in Indonesia. Based on the data obtained, there are high ups and downs in turnover at PT. Adhi Karya and initial observations made by researchers, the number of employees who resigned or left the company in 2021 was an average of 21.5%, in 2022 the average was 27%, while in 2023 to June 2023 it was 29%, which still shows turnover and it is hoped that employees will work comfortably and have no desire to leave. The divisions within the company consist of Building, Civil, Completion, Construction, Electrical, Field Business, Instrument, Logistic Control, Management, Material Control, Mechanical, Piping, Procurement, QC, Shess, Structure, Subcontract, and TCF.

The phenomenon in the management of PT Adhi Karya turnover occurs non-linearly in the job satisfaction factor, where the job satisfaction factor in the PT Adhi Karya company has been running well by listening to the needs and aspirations of employees. The company

has paid attention to fair compensation and comprehensive benefits, including incentive programs and bonuses based on performance so that with job satisfaction like this, employees feel happy and motivated and can help the company achieve maximum production. This is in accordance with research by T'jong Fei Lie et al., (2018) job satisfaction has a significant effect on employee performance.

So that employee job satisfaction is guaranteed by providing additional stimulus to achieve company goals and giving awards to employees as a result of employee achievements or positive contributions according to the company's capabilities as well as providing security training to employees to protect the company from internal and external threats that have been regulated in company regulations. and has been agreed to by the employee. Based on Ratnaningsih, (2021) explains that employee job satisfaction can be formed by providing appropriate rights, including decent wages, awards for outstanding employees, and promotional opportunities on the job. The research results found that partial job satisfaction has a positive and significant influence on turnover intention (Rostandi et al., 2021).

The phenomenon that also occurs at PT Adhi Karya can be seen regarding another factor that is no less important, namely the work environment. Where a good work environment also includes aspects of work balance between work and employee life. Companies that care about employee welfare and maintain high safety and health standards create safe and comfortable workplaces, thereby benefiting both the company and employees. Irsyadi et al., (2023) explained that the work environment is proven to influence turnover intention. Hidayati et al., (2021) stated that the work environment has a positive influence on Turnover intention, and apart from the existence of a work environment which is thought to influence Turnover intention, it is possible that there is an alleged organizational culture carried out at PT Adhi Karya.

The company's organizational culture as stated in PT Adhi Karya's company regulations has an organizational culture of 1) Caring for each other, 2) Respecting differences, and 3) Treating everyone in the same way regardless of ethnic background. Apart from that, PT Adhi Karya has implemented a good organizational culture, such as: company regulations and policies, worker SOPs, weekly meetings, handling employee complaints. The target of organizational culture is to help shape employee behavior by establishing norms and values that are considered important, forming company identity and encouraging team work,

innovation and personal responsibility to increase employee productivity. Wildah Ishlahiyatul Izzah, et al (2021) research that organizational culture has a significant effect on turnover intention.

From the above phenomena, it can be seen that there is an organizational culture that is running well according to the company culture, a work environment that meets the expectations of employees, and optimal job satisfaction factors at PT Adhi Karya. However, there is also a high turnover. This phenomenon is different from previous research where most turnover intentions are not supported by organizational culture and work environment. The aim of this research is to analyze the influence of organizational culture and work environment on turnover intention through job satisfaction as an intervening variable in the company.

METHODS

This research uses a quantitative-explanatory approach. The research was conducted at PT Adhi Karya at the Manyar Smelter Gresik during November - December 2023. The population in this study was all employees of PT Adhi Karya at the Manyar Smelter Gresik Project, totaling 835 people. Meanwhile, the research sample size was determined using the Slovin equation, where the results obtained were 271 people. The data collection technique used by researchers in this research was a questionnaire. Structural equation modeling which is often called partial squares structural equation modeling (PLS-SEM) with SmartPLS version 3.0 is used to analyze data and modeling paths with latent variables. In the PLS (Partial Least Square) method, the analysis techniques used are Descriptive Statistics Test, Measurement Model Test or Outer Model, Structural Model Test or Inner Model and Hypothesis Testing (Resampling Bootstrapping).

RESULTS

1. Evaluation of the Measurement Model Test or Outer Model

Evaluation of the measurement model test or outer model is carried out to ensure that the measurements used are suitable for measurement (valid and reliable). The PLS output results in the SmartPLS PLS Algorithm can be shown in Figure 1.

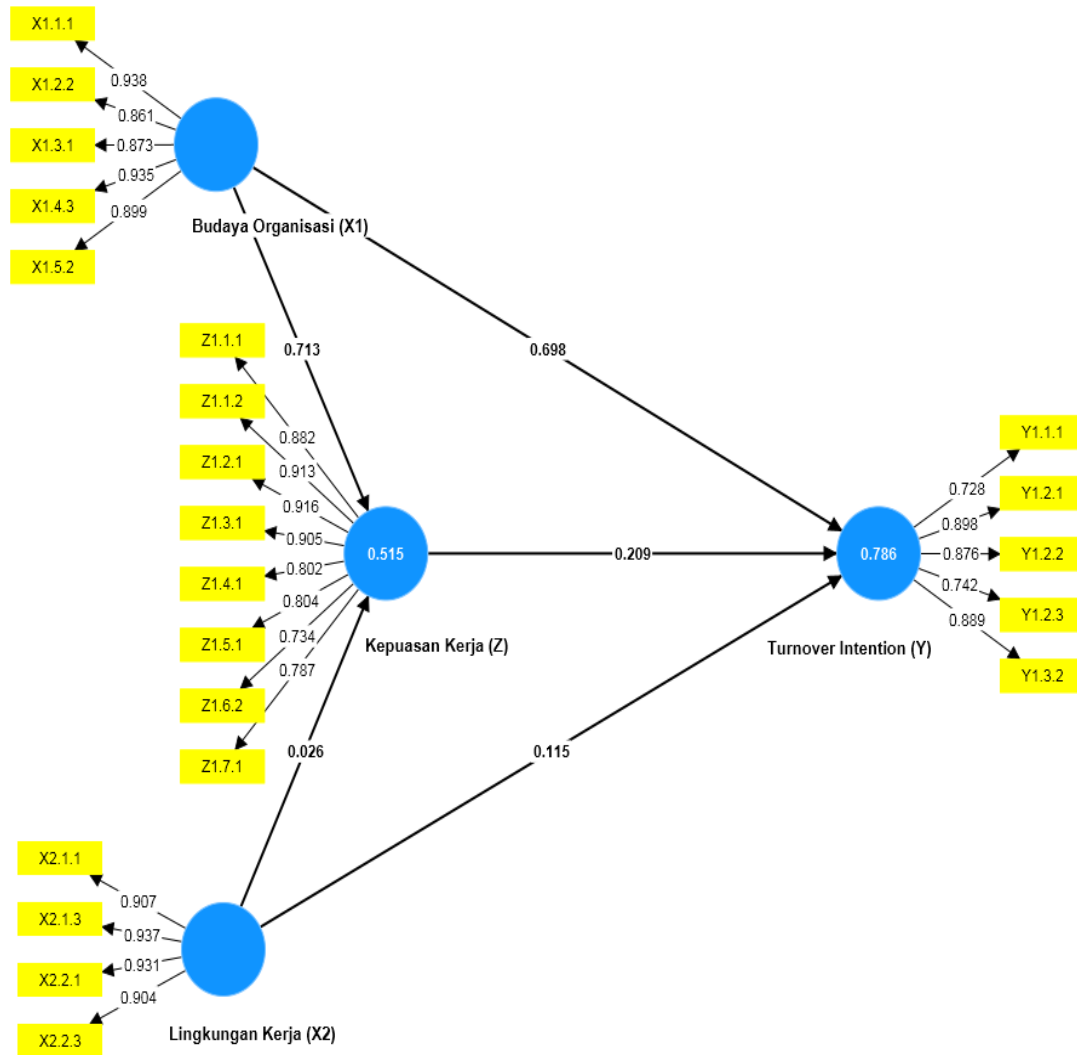


Figure 1 Outer Model Test Results

2. Convergent Validity Result

This validity test is related to the principle that the measures of a construct should be highly correlated. can be seen from the loading factor value for each construct indicator. An individual reflexive measure is said to correlate more than 0.70 with the construct to be measured. However, for the initial stages of research, the development of a measurement scale, a loading value of 0.50 to 0.60, is considered sufficient.

The following are the outer factor indicator values of the research variables in Table 1.

Table 1. Loading Factor Convergent Validity

Variable	Organizational Culture	Job Satisfaction	Work Environment	Turnover Intention
X1.1.1	0.938			
X1.2.2	0.861			
X1.3.1	0.873			
X1.4.3	0.935			
X1.5.2	0.899			
X2.1.1			0.907	
X2.1.3			0.937	
X2.2.1			0.931	
X2.2.3			0.904	
Y1.1.1				0.728
Y1.2.1				0.898
Y1.2.2				0.876
Y1.2.3				0.742
Y1.3.2				0.889
Z1.1.1		0.882		
Z1.1.2		0.913		
Z1.2.1		0.916		
Z1.3.1		0.905		
Z1.4.1		0.802		
Z1.5.1		0.804		
Z1.6.2		0.734		
Z1.7.1		0.787		

Based on the data analysis results displayed in Table 1, the loading factor value of the convergent validity test shows good results in compiling each variable, because in this table the cross-loading value is above 0.7. In this way, the indicator is declared valid for research and can be used to carry out further analysis. Apart from observing the loading factor value, it can also be determined through another method, namely looking at the Average Variant Extracted (AVE) value. In Ghozali & Latan (2015) explained that other tests were carried out to determine the assessment of the validity of the construct through observing the average variance extracted value. The model is declared good if the average variant extracted (AVE) for each construct has a value greater than 0.50.

Table 2. Average Variant Extracted (AVE)

Variable	The average variance is extracted (AVE)
Organizational Culture (X1)	0.813
Work Environment (X2)	0.846
Job Satisfaction (Z)	0.715
Turnover intention (Y)	0.689

From the data results in table 2, the results obtained show that each variable has a good value, because the Average Variant Extracted (AVE) value is greater than 0.5.

3. Discriminant Validity of Results

This validity is related to the principle that measures of different constructs should not be highly correlated. Discriminant validity occurs if two different instruments that measure two constructs that are predicted to be uncorrelated produce scores that are not correlated. It is recommended that the loading value measurement scale be more than 0.70. Table 3 below shows the cross loading value of each indicator.

Table 3. Cross Loading Discriminant Validity

Variable	Organizational Culture	Job Satisfaction	Work Environment	Turnover Intention
X1.1.1	0.938	0.709	0.057	0.828
X1.2.2	0.861	0.656	0.206	0.760
X1.3.1	0.873	0.571	0.241	0.719
X1.4.3	0.935	0.676	0.124	0.865
X1.5.2	0.899	0.608	0.121	0.718
X2.1.1	0.086	0.090	0.907	0.210
X2.1.3	0.191	0.169	0.937	0.240
X2.2.1	0.161	0.125	0.931	0.245
X2.2.3	0.146	0.129	0.904	0.250
Y1.1.1	0.633	0.467	0.203	0.728
Y1.2.1	0.676	0.630	0.284	0.898
Y1.2.2	0.758	0.733	0.184	0.876
Y1.2.3	0.602	0.492	0.345	0.742
Y1.3.2	0.884	0.654	0.101	0.889
Z1.1.1	0.721	0.882	0.034	0.646
Z1.1.2	0.602	0.913	0.189	0.699
Z1.2.1	0.620	0.916	0.118	0.701

Z1.3.1	0.601	0.905	0.135	0.654
Z1.4.1	0.652	0.802	0.153	0.590
Z1.5.1	0.527	0.804	0.124	0.566
Z1.6.2	0.604	0.734	0.087	0.488
Z1.7.1	0.497	0.787	0.126	0.533

Based on the data display in Table 3, it is known that the research variable has the largest cross loading value on the variable it forms compared to the cross loading value on other variables. Based on the results obtained, it can be said that the indicators used in the following research already have good Discriminant Validity Test Cross Loading values in compiling their respective variables. This data shows that the cross loading value of each construct was evaluated to ensure that the correlation of the construct with the measurement items was greater than that of other constructs.

4. Cronbach's Alpha and Composite Reliability Result

Apart from validity testing, the measurement model also tests the reliability of a construct which is used to prove the accuracy, consistency and correctness of the instrument in measuring the construct. To measure the reliability of a construct, it can be done in two ways, namely by Cronbach's Alpha and Composite Reliability with a measurement scale with a loading value of more than 0.70. As in the table of Cronbach's Alpha and Composite Reliability values below:

Table 4. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Organizational Culture (X1)	0.942	0.947	0.956
Work Environment (X2)	0.940	0.946	0.957
Job Satisfaction (Z)	0.942	0.947	0.952
Turnover intention (Y)	0.885	0.899	0.917

Based on the data display in table 4, it can be seen that the Cronbach's alpha value and composite reliability value for all research variables are >0.7. A construct is declared reliable if the composite reliability value is above 0.70 (Ghozali, 2016). Based on these results, the research shows that each research variable meets the requirements for Cronbach's Alpha and Composite Reliability values, so that finally a conclusion can be drawn that all variables have a high level of reliability.

5. Structural Model or Inner Model Test Results

a. R-Square Test (R^2) Result

In assessing the structural model, first assess the R-Square for each endogenous latent variable as the predictive power of the structural model. Result of R^2 served in Table 5.

Tabel 5. R-Square

Variable	R-square	Adjusted R-square
Job Satisfaction (Z)	0.515	0.511
Turnover intention (Y)	0.786	0.784

Based on the data presentation in table 4 above, it can be seen that the R-Square value for the job satisfaction variable is 0.515. This states that the percentage for job satisfaction is 51.5% or the model is declared strong. The results of the turnover intention variable show a value of 0.786 or a percentage of 78.6%, which means the model is said to be strong. The goodness of fit assessment is observed from the Q-Square value. The Q-Square value is equivalent to the coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better it can be said. The results of calculating the Q-Square value are:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R_Y) \times (1 - R_Z)] \\
 &= 1 - [(1 - 0,786) \times (1 - 0,515)] \\
 &= 1 - (0,214 \times 0,485) \\
 &= 1 - 0,10379 \\
 &= 0,89621
 \end{aligned}$$

Based on the calculation results above, the Q-Square value is 0.89621, meaning that it shows the large diversity of research data that can be influenced by the research model, namely 89.62%. Meanwhile, the remaining 10.38% was explained by other factors outside the research model.

b. Fit Model

SRMR is Standardized Root Mean Square Residual. SRMR values between 0.08-0.10 indicate an acceptable fit model. The SRMR results can be seen in Table 6. The model estimation result in this study is 0.079, which means that the model has an acceptable fit.

Table 6. SRMR

Estimated Model	
SRMR	0.079

c. Hypothesis Test Results

The Path Coefficient Test categorization is seen if the test value is more than 0.67 then it is categorized as good, and if the result is 0.33-0.67 it is in the medium category and if the result is 0.19-0.33 it is in the weak category. The results of the hypothesis test can be seen in Table 7.

Table 7. Path Coefficient

Hypothesis	Original sample (O)	Sample mean (M)	STDEV	T statistics	P value
Organizational culture (X1) → Turnover intention (Y)	0.698	0.694	0.051	13.689	0.000
(X2) → Turnover intention (Y)	0.115	0.115	0.032	3.654	0.000
Organizational culture (X1) → Job satisfaction (Z)	0.713	0.715	0.040	17.982	0.000
Work environment (X2) → (Z)	0.026	0.026	0.038	0.690	0.490
Job satisfaction (Z) → Turnover intention (Y)	0.209	0.213	0.054	3.868	0.000
Organizational culture (X1) → Job satisfaction (Z) → Turnover intention (Y)	0.149	0.153	0.042	3.518	0.000
Work environment (X1) → Job satisfaction (Z) → Turnover intention (Y)	0.005	0.006	0.009	0.624	0.532

DISCUSSION

1. Influence of Organizational culture (X1) on Turnover intention (Y)

The influence of Organizational culture (X1) on Turnover intention (Y) has an original sample result of 0.698 which is positive because it is above zero, the t-stastic value is more than the t-table (t-stat > 1.960) namely 13.689 which means it is significant and the p-value

value is 0.000 which means less than 0.050 or significant. So it can be stated that Organizational culture (X1) influences Turnover intention (Y). Organizational culture according to Sutrisno (2019). is a system of values, beliefs, assumptions or norms that have long been in effect, agreed upon and followed by members of the organization as a guide for behavior in solving problems. Employee behavior related to the desire to voluntarily leave the organization is known as turnover intention behavior. This behavior can impact organizational status and policies as well as employee productivity (Issa et al, in Kartono, 2017)

The research results show that Organizational culture at PT. ADHI supports teamwork, employee development and work balance, this can reduce turnover intention. However, on the contrary, a culture that does not support employee work balance, has internal conflicts or provides insufficient support to employees, this can increase their desire to leave the organization. PT employees. ADHI tend to remain loyal to an organization when they feel valued, have opportunities to grow and feel involved in decisions that affect them. Researchers hope that all management of PT. ADHI can understand and manage organizational culture well because it can be the key to reducing the level of turnover intention in an organization. Apart from that, it is hoped that more attention will be paid to supporting factors such as good leadership, transparency and development opportunities which can also influence turnover intention.

This is in line with research conducted by Huda, M., & Farhan, F. (2019) which suggests that organizational culture has a positive and significant influence on turnover intention. An organizational culture that provides recognition and appreciation to employees and provides opportunities to provide feedback and suggestions to management can reduce turnover intention. Apart from that, other research by Rahmizal & Novia (2021) revealed that organizational culture has a negative and significant effect on turnover intention. The greater the organizational culture of a company, the lower the level of turnover intention. Meanwhile, research by Irawati, R. (2020) shows that organizational culture has no effect on turnover intention. Based on the regression results, it can be concluded that the first hypothesis is accepted.

2. Influence of work environment (X2) on turnover intention (Y)

The hypothesis of the influence between Work environment (X2) on Turnover intention (Y) with the original sample result of 0.115 is positive because it is above zero, the t-stastic

value is more than the t-table ($t\text{-stat} > 1.960$) namely 3.654 which means it is significant and the p value -values is 0.000 which means less than 0.050 or significant. So it can be stated that the work environment (X2) influences turnover intention (Y). These results reveal that the influence of the work environment has a significant influence on employee turnover intention. Thus it can be said that the factors that influence the work environment of PT employees. ADHI is an important consideration in turnover intention. The significance of the results obtained is supported by daily experiences in the workplace which can directly influence employee satisfaction, engagement and well-being.

The research results show that employees of PT. ADHI appears to have different preferences and priorities. Researchers hope that PT. ADHI is able to create a work environment that supports employees, provides rewards in various fields and treats employees fairly so that it tends to increase employee satisfaction. This satisfaction can be a determining factor in whether employees want to remain with the company or look for other opportunities. Apart from that, it is hoped that PT. ADHI as a large company, tries to understand these factors with the aim of creating a work environment that supports and motivates employees, so as to reduce turnover intention, increase retention and create a more productive team. If the work environment does not have a significant effect on turnover intention at PT. ADHI, this can be considered a positive or negative thing depending on the context. Where several things that may be expected or interpreted by the company such as compensation policies, development opportunities or effective management have become a strong attraction for PT employees. ADHI so they survive. Because of the low turnover rate without dependence on work environment factors, PT. ADHI will believe that their operations are efficient and stable without significant disruption, that there are successful policies, and a balance between factors. The important thing to note is that each company has its own unique dynamics, and what is expected or interpreted may vary. If a low turnover rate is matched by satisfied and well-performing employees, it is considered a positive indicator of organizational health.

This research is in line with research by Irsyadi & Djamil (2023) which explains that the work environment has a positive effect on turnover intention. The work environment increases the work productivity of each employee, such as air circulation in the operational work area and making it easier to work in a room with well-maintained work equipment and creating relationships between individuals for organizational success as well as obedience in carrying out and completing work and being able to work together well. .

Another research conducted by Marzuqi, N. A. (2021) stated that the work environment has a positive and significant effect on turnover intention. This is contrary to the research above, in Zulfa & Azizah's (2020) research, it is stated that the work environment has no effect on turnover intention.

3. Influence of Organizational culture (X1) on Job satisfaction (Z)

The influence of Organizational culture (X1) on Job satisfaction (Z) shows that the original sample result of 0.713 is positive because it is above zero, the t-stastic value is more than the t-table ($t\text{-stat} > 1.960$) namely 17.7982 which means it is significant and the p value - values is 0.000 which means less than 0.050 or significant. So it can be stated that organizational culture (X1) influences job satisfaction (Z). Researchers believe that organizational culture has an important role in shaping job satisfaction of PT employees. ADHI because Organizational culture includes the values, norms and behavior adopted by PT employees. ADHI. These things are influenced by several factors such as culture at PT. ADHI emphasizes positive values such as honesty, transparency and appreciation for employee contributions so that it can increase job satisfaction. Then, there are norms that support teamwork, mutual respect for collaboration. Apart from that, to increase job satisfaction, it is hoped that the culture at PT. ADHI further encourages open and transparent communication so that it can create clarity in roles and responsibilities and increase satisfaction. Culture at PT. ADHI, namely in the form of recognition and appreciation for work performance and a culture that supports career development, is considered to provide opportunities for employees to improve their skills and responsibilities.

For PT. ADHI is expected to always maintain and strengthen organizational culture which influences job satisfaction, both from the core values that PT wants to adopt. ADHI and ensure that these values are translated into daily behavior. There are open and transparent communication facilities regarding organizational goals, developments and changes from the leadership towards employees. PT. ADHI is expected to be able to implement recognition and reward programs to appreciate employee contributions, provide time flexibility and work support, increase training and development, employee participation, evaluation and company leaders must be role models in practicing values. nOrganizational culture that does not support positive values or not paying attention to employee needs can lead to employee dissatisfaction and even turnover. Therefore, it is important for

organizations to pay attention to and form a culture that supports job satisfaction. So by taking these steps, companies can build and maintain a positive organizational culture and support employee job satisfaction.

Research by Ussu, et al (2023) is in line with this research which explains that organizational culture has a positive and significant effect on job satisfaction. Other research put forward by Jusman, I. A., & Rohani. (2021) states that organizational culture has a positive and significant influence on job satisfaction. Effective and sustainable implementation of organizational culture can increase employee job satisfaction. However, different from this research, Izzah, et al (2021) stated that organizational culture has no influence on job satisfaction.

4. Influence of work environment (X2) on job satisfaction (Z)

The influence of work environment (X2) on job satisfaction (Z) shows that the original sample result of 0.026 is positive because it is above zero, the t-stastic value is less than the t-table ($t\text{-stat} > 1.960$), namely 0.690, which means it is not significant and the value p-values are 0.130 which means more than 0.050 or not significant. So it can be stated that the work environment (X2) has no effect on job satisfaction (Z). PT. ADHI strives to create a conducive work environment, so that it has a positive impact on employee job satisfaction. However, in reality, there are several situations where the work environment has no influence or has a limited impact at PT. ADHI. There are situations where factors outside the work environment, such as personal problems, health problems, or economic factors, can become more dominant in shaping a person's job satisfaction. Even though the work environment may be good, external factors can dominate employee experiences and perceptions. Apart from that, several employees of PT. ADHI may have a high level of compatibility between themselves and the work they do, so that they remain satisfied with their work even though the work environment is not optimal.

The match between the individual and the job can reduce the impact of the work environment on satisfaction. Researchers hope that PT. ADHI to further foster a conducive work environment so that it influences job satisfaction, apart from that, PT. ADHI must build open and transparent communication between management and employees. Information regarding company policies, changes and achievements should be conveyed clearly. Provide regular feedback to employees regarding their performance, as well as giving appreciation for the contributions they have made. Give employees

responsibility and freedom to take initiative and contribute to decision making, because usually employees who feel empowered tend to be more satisfied with their work. Providing training and development programs to improve employee skills and knowledge. This is not only beneficial for individual development, but can also increase job satisfaction. Providing comfortable facilities and safe working conditions, building a positive and inclusive company culture, implementing recognition and reward programs to appreciate employee achievements and contributions and encouraging balance between work and personal life.

In line with research by Efentris, T., & Chandra, S. (2019) which states that the work environment has a positive and significant influence on job satisfaction. If employees feel happy with their work environment, then the employee will feel at home in their workplace for activities so that working time is used effectively and employees will feel satisfied with the results of their work. Other research by Ratih Prameswari Wulan Asih, (2021) shows that the work environment has a positive and significant effect on job satisfaction. This shows that a comfortable and adequate work environment, in this case good lighting, makes employees feel happy. A good work environment can generate a sense of job satisfaction in employees because they feel supported to provide the best results in their work. This is different from research by Musa, C. I., & Tawe, A. (2023) which explains that the work environment does not have a significant influence on job satisfaction.

5. Pengaruh Job satisfaction (Z) terhadap *Turnover intention* (Y)

The influence between Job satisfaction (Z) on Turnover intention (Y) shows that the original sample result of 0.209 is positive because it is above zero, the t-stastic value is more than the t-table ($t\text{-stat} > 1.960$) namely 3.868 which means it is significant and the p value - values is 0.001 which means less than 0.050 or significant. So it can be stated that job satisfaction (Z) influences turnover intention (Y). In this research, the results obtained show that job satisfaction has an effect on turnover intention. Job satisfaction has a strong relationship with turnover intention or the desire to leave. Where, employees of PT. ADHI who feel satisfied with their jobs tend to have a lower level of turnover intention, while employees who are dissatisfied tend to be more likely to look for a new job.

PT employees. ADHI who are satisfied with their work tend to be more involved and committed to the organization. This involvement can be an obstacle to turnover intention because employees feel connected to the company's mission, values and goals. Then there

are also employees who feel they are treated fairly and have trust in management tend to have a lower level of turnover intention. Researchers hope that PT. ADHI to pay more attention to job satisfaction as a strategy that can reduce turnover rates, by identifying and understanding the factors that influence employee satisfaction can help PT. ADHI to create a work environment that supports and minimizes turnover intention. PT. ADHI is expected to carry out further evaluations more frequently so that job satisfaction remains related to turnover intention, namely by identifying other factors that can influence employees' decisions to continue moving, such as conducting surveys or interviews with employees to gain further insight into what factors more important to them. Evaluate the work environment as a whole. There may be certain aspects, such as company culture, management, or relationships between coworkers that can influence an employee's decision. Pay attention to career development programs to ensure that employees feel there are opportunities for growth and development within the company. Consider work flexibility options, such as working from home or more flexible hours, which can increase employee satisfaction. Ensure that the company's compensation and benefits programs are competitive. Conduct regular feedback with employees to understand employee feelings and needs. The most important thing is PT. ADHI can analyze turnover data to identify trends or patterns that may have been missed. This can help in assessing whether there are certain patterns that need to be addressed.

This research is in line with research conducted by Sari, Ni. A., Angelina, R., & Idham, I. (2022) which suggests that job satisfaction has a positive and significant influence on turnover intention. In this context, employees who are more satisfied are more likely to stay with the company longer, and vice versa, employees who are dissatisfied will tend to leave their jobs, they look for something better elsewhere and leave the company even though their co-workers feel more satisfied and choose to stay there. In addition, the possibility that arises from this situation should be considered, namely greater openness of opportunities for internal promotions and additional skills for newly appointed employees. Other research by Khotimah & Djumali (2019) explains that job satisfaction has a significant effect on turnover intention. In increasing satisfaction, the company is expected to respond well to the policies issued, such as the fair attitude of the leader in providing attention, the leader's support for his subordinates and fairness in providing equal opportunities to employees. Meanwhile, in contrast to research by Kalsum, U., Harlen, & Machasin. (2023), it is clear that job satisfaction has no effect on turnover intention.

6. The influence of Organizational culture (X1) on Turnover intention (Y) through Job satisfaction (Z)

The influence of Organizational culture (X1) on Turnover intention (Y) through Job satisfaction (Z) shows that the original sample result of 0.149 is positive because it is above zero, the t-static value is more than the t-table ($t\text{-stat} > 1.960$) namely 3.518 which means significant and the p-values are 0.000 which means less than 0.050 or significant. So it can be stated that Organizational culture (X1) influences Turnover intention (Y) through Job Satisfaction (Z). If you look at the direct influence on H1, the T statistics value ($|O/STDEV|$) of 3,518 is smaller than the indirect influence value of H6 with T statistics ($|O/STDEV|$) of 13,689, this states that there is a partial mediation effect, Therefore, it would be better if the direct influence could reduce turnover intention.

This research proves that organizational culture influences turnover intention through job satisfaction with several mechanisms that include values, norms and behavior that define the work environment of an organization. Where, the culture at PT. ADHI that is in line with employee values and preferences can increase job satisfaction. Congruence between individual values and organizational culture can create feelings of involvement and positive identity, reducing turnover intention. Apart from that, a culture that provides support and recognition for employee achievements can increase job satisfaction. Employees who feel valued in organizational culture are more likely to feel satisfied and less likely to leave their jobs. Through several of these factors, researchers hope that PT. ADHI pays more attention to organizational culture which can have an impact on employee job satisfaction, which in turn contributes to the level of turnover intention. Therefore, management that cares about organizational culture and understands its influence on job satisfaction can develop strategies to increase employee retention and create a positive work environment.

Researchers hope that PT. ADHI can improve evaluation of other factors that might influence an employee's decision to leave, starting from evaluating external factors such as job opportunities outside the company, economic conditions, or industry trends that might influence an employee's decision to leave the organization. Conduct exit surveys to gain direct insight from departing employees. This can help companies understand the motivations and reasons behind their decisions. Provide clear career paths and development opportunities so employees feel there is room to grow and develop within the organization. Improve communication between management and employees to ensure a

clear understanding of the company's vision, mission and goals. Ensure employee well-being by providing a comprehensive well-being program, including mental and physical support. Ensure that employee expectations are in line with the reality of Organizational culture. If there is a mismatch, the company may need to make adjustments or more clearly communicate organizational values and norms. Involving employees in the decision-making process and giving them a platform to share their input can increase a sense of ownership and engagement. By conducting an in-depth evaluation of these factors, companies can avoid potential causes of turnover intention that may not be directly related to job satisfaction through organizational culture.

In line with previous research which has an indirect relationship between Organizational culture and turnover intention through research by Prayogi, M. A., Koto, M., & Arif, M. (2019) in this research explains that there is an indirect influence between Organizational culture on turnover intention through Job satisfaction. Apart from that, there is research by Permata Putri, E. I., & Irfani, H. A. (2020) explaining that organizational culture has no effect on the relationship with turnover intention through job satisfaction.

7. Influence of work environment (X2) on turnover intention (Y) through job satisfaction (Z)

The influence of work environment (X1) on turnover intention (Y) through job satisfaction (Z) shows that the original sample result of 0.005 is positive because it is above zero, the t-stastic value is less than the t-table ($t\text{-stat} > 1.960$), namely 0.624 which means significant and the p-values are 0.532 which means more than 0.050 or not significant. So it can be stated that the work environment (X2) has no effect on turnover intention (Y) through job satisfaction (Z). The rejection of the seventh hypothesis shows that employee turnover intention is influenced by the work environment without being strengthened by job satisfaction. This could be because the facilities provided by the company PT Adhi Karya are quite good, there are still employees who feel dissatisfied but choose to stay or continue working. Employees still need work even though in reality they are not satisfied with their jobs or their companies, this is because it is increasingly difficult to find new jobs. Based on the results of observations of several things related to job satisfaction that can be felt by employees of PT. ADHI is therefore not strong enough to overcome other factors that encourage the intention to move, such as unclear management policies, lack of career development opportunities or incompatibility with company culture. Apart from these

factors, personal and situational factors for each individual can also play a role, for example some employees are very satisfied with their jobs, but if there are significant changes in their personal lives, the intention to move can arise even though the work environment is positive. So, although job satisfaction is an important element, it is important to remember that there are several other factors inside or outside the work environment that can have an impact on the decision to stay or move.

PT. ADHI is expected to find that a good work environment is not effective enough to reduce the intention to move through job satisfaction. There are several steps that can be taken, such as conducting a thorough analysis to understand what factors might cause the intention to move. Ensure that there are clear and accessible career development opportunities for employees. This could include training programs, defined career paths, or challenging projects. PT ADHI can also create an atmosphere where employees feel comfortable talking about the concerns or problems they face. Open communication can help identify problems more quickly. Consider work flexibility options, such as remote work or flexible hours. Checking whether the company culture is consistent with employee values and expectations. If there is a misalignment, adjustments may need to be made to create a more inclusive and positive environment. Give employees greater responsibility and involve them in decision making. Providing awards and recognition, as well as continuous monitoring and evaluation.

Previous research that has an indirect relationship between work environment and turnover intention through job satisfaction includes Ratmawati, D., Suyono, J., & Eliyana, A. (2020). Apart from that, there is other research which is different from previous research conducted by Sulaefi. (2019) explaining that the work environment has no influence on turnover intention through job satisfaction.

CONCLUSION

Based on the analysis, data processing and discussion of the research results described previously, researchers can draw the following conclusions:

1. Organizational culture has a direct influence on turnover intention at PT Adhi Karya, Manyar Smelter Gresik Project

2. Organizational culture has a direct effect on job satisfaction at PT Adhi Karya Manyar Smelter Gresik Project
3. Work environment has no direct effect on job satisfaction at PT Adhi Karya Manyar Smelter Gresik Project
4. Work environment has a direct effect on turnover intention at PT Adhi Karya Manyar Gresik Smelter Project
5. Job satisfaction has a direct effect on turnover intention at PT Adhi Karya, Manyar Smelter Gresik Project
6. Organizational culture has an indirect effect on turnover intention through Job satisfaction at PT Adhi Karya, Manyar Smelter Gresik Project
7. Work environment has no direct effect on turnover intention through job satisfaction at PT Adhi Karya, Manyar Smelter Gresik Project

For PT Adhi Karya Gresik, it can minimize problems regarding the possibility of employees leaving PT Adhi Karya Gresik, such as employees' desire to look for another job and employees' thoughts of changing jobs by increasing employee job satisfaction such as creating a mutually supportive work atmosphere, increasing salaries for employees who have not reached UMK and provide an increase in employee positions to higher positions.

REFERENCES

- Efentris, T., & Chandra, S. (2019). The Influence Of Work Environment On Job Satisfaction, Organizational Commitment, And Turnover intention Atpt.Cahaya Araminta Pekanbaru. *Procuratio : Jurnal Ilmiah Manajemen*, 7(2).
- Hidayati, H., & Rizalti, M. K. (2021). Pengaruh Stress Kerja, Work environment, Dan Job satisfaction Terhadap Turnover intention Pada Karyawan Pt. Asrindo Citraseni Satria Duri Riau. *Jurnal Pundi*, 5(2), 195–206. <https://doi.org/10.31575/Jp.V5i2.353>
- Huda, M., & Farhan, F. (2019). Pengaruh Work environmental Dan Komitmen Organisasional. *Jurnal Manajemen Motivasi*, 15(2), 62. <https://doi.org/10.29406/jmm.v15i2.1557>
- Irawati, R. (2020). Job Insecurity, Work environment, Job satisfaction Dan Komitmen Organisasi Pengaruhnya Terhadap Turnover intention Karyawan. 2, 167–186.
- Irsyadi, M. T., & Djamil, M. (2023). The Influence of Work Environment and Workload on Turnover intention with Job Satisfaction as an Intervening Variable in IZI. 4(4), 833–844.

- Izzah, W. I., Kurniati, R. R., & Krisdianto, D. (2021). Pengaruh Stres Kerja Dan Work environment Terhadap Tingkat Turnover intention Melalui Job satisfaction Sebagai Variabel Mediasi. 10(2), 189–195.
- Jusman, I. A., & Rohani. (2021). The Impact Of Motivation And Work Environment On Employee Productivity At PT. Tirta Fresindo Jaya. *Jurnal Inovasi Penelitian*, 2(1), 221–228.
- Kalsum, U., Harlen, & Machasin. (2023). Pengaruh Work environment Dan Komitmen Organisasi Terhadap Job satisfaction Dan Turnover intention Pada Perawat Rsia Eria Bunda Pekanbaru. *Jurnal Sosial Humaniora Terapan*, 5(1). <https://doi.org/10.7454/jsht.v5i1.1017>
- Kartono. (2017). *Personality, Employee Engagement, Emotional Intelligence, Job Burnout Pendekatan Dalam Melihat Turnover intention (Pertama)*. Penerbit Deepublish - Cv Budi Utama.
- Khotimah, R. D., & Djumali, S. P. (2019). Analisa Job satisfaction, Komitmen Organisasi Dan Work environment Terhadap Turnover intention Karyawan (Studi Kasus Pada Karyawan Bagian Sewing Pt Dan Liris). 03(02), 400– 407.
- Marzuqi, N. A. (2021). Pengaruh Job Insecurity, Job Satisfaction Dan Work environment Terhadap Turnover intention Karyawan. *Jurnal Ilmu Manajemen*, 9(4), 1393–1405. <https://doi.org/10.26740/jim.v9n4.p1393-1405>
- Musa, C. I., & Tawe, A. (2023). Pengaruh Work environment Terhadap Turnover intention Pada Protech Dry Cleaning & Laundry Makassar. 1(6), 1651–1660. <https://doi.org/10.54443/sinomika.v1i6.920>
- Permata Putri, E. I., & Irfani, H. A. (2020). Pengaruh Job satisfaction Dan Work environment Terhadap Turnover intention Di Pt Neuronworks Indonesia. *Prosiding Manajemen*, 6(2), 802–808.
- Prayogi, M. A., Koto, M., & Arif, M. (2019). Job Satisfaction as an Intervening Variable on the Effect of Work-Life Balance and Job Stress on Turnover intention. *Scientific Journal of Management and Business*, 20(1), 1–13.
- Putri, I. D., & Arwiyah, M. Y. (2019). Pengaruh Retensi Karyawan Terhadap Kinerja Karyawan Pada Pt Kaltacitra Utama Jakarta Timur The Effect Of Employee Retention On Employee Performance In Pt . Kaltacitra Utama Jakarta Timur Abstrak. 6(2), 4494–4500.
- Rahmizal, M., & Novia, L. (2021). Pengaruh Work environment , Komitmen Organisasi Dan Stres Kerja Terhadap Turnover intention Karyawan. 05(01), 31–44. <https://doi.org/10.31575/jp.v5i1.337>
- Ratmawati, D., Suyono, J., & Eliyana, A. (2020). The Nightmare Of Turnover intention For Companies In Indonesia. *Opcion*, 36(91), 871–888.
- Ratnaningsih, D. S. (2021). Pengaruh Job satisfaction, Stres Kerja, Dan Komitmen Organisasional Terhadap Turnover intention. *Jurnal Ilmu Manajemen*, 9(3), 1267–1278. <https://doi.org/10.26740/jim.v9n3.p1267-1278>
- Ratih Prameswari Wulan Asih. (2021). Pengaruh Karakteristik Individu dan Organizational culture terhadap Turnover intention. *Jurnal Riset Manajemen Dan Bisnis*, 1(1), 25–35. <https://doi.org/10.29313/jrmb.v1i1.37>

- Rostandi, R. M., & Senen, S. H. (2021). Pengaruh Job satisfaction Dan Reward System Terhadap Turnover intention. *Jurnal Ilmu Manajemen Dan Bisnis*, 12(2), 147–154.
- Sari, Ni. A., Angelina, R., & Idham, I. (2022). Pengaruh Work environment Dan Job satisfaction Terhadap Turnover intentions Karyawan Pada Pt.Niagamas Gemilang Di Kecamatan Loa Kulu Kabupaten Kutai Kartanegara. *Jurnal Ekonomi & Manajemen Indonesia*, 20(1), 16–21. <https://doi.org/10.53640/Jemi.V20i1.762>
- Soelistya, D. (2023). *Media Lingkungan Spirit Kinerja Karyawan* (M. R. H. Syahputra (Ed.); Pertama). Nizamia Learning Center.
- Sulaefi. (2019). The Influence of Organizational Culture and Work Motivation toward Employee Performance at Lestari Raharja Hospital Magelang Indonesia. *American Scientific Research Journal for Engineering, Technology, and Sciences (ASRJETS)* (2019), 53(1), 145–163.
- Supriadi, K., Trang, I., & Rogi, M. (2021). Analisis Faktor-Faktor Yang Menyebabkan Turnover intention Di Pt Sinar Galesong Prima Cabang Boulev Manado. *Jurnal Emba*, 9(3), 1215–1224.
- Susilowati, F., & Swastika, T. W. (2020). Pengaruh Karakteristik Pekerjaan Dan Stres Kerja Terhadap Keinginan Pindah Tempat Kerja Pada Pekerja Proyek Konstruksi. *Jurnal Poli-Teknologi*, 19(1), 45–50. <https://doi.org/10.32722/Pt.V19i1.2402>
- Tjiong Fei Lie Dan Dr. Ir. Hotlan Siagian, M. S. (2018). Pengaruh Job satisfaction Terhadap Kinerja Karyawan Melalui Motivasi Kerja Pada Cv. Union Event Planner. *Agora*, 6(1).
- Ussu, M., Nelwan, O., & Saerang, R. (2023). Pengaruh Work environment , Profesionalisme Dan Komitmen Terhadap Turnover intention Pada Pt . Massindo Sinar Pratama Tbk . Manado. 11(1), 601–612.
- Zulfa, E. F., & Azizah, S. N. (2020). Pengaruh Organizational culture Dan Work environment Non-Fisik Terhadap Turnover intention Dengan Job Satisfaction Sebagai Variabel Intervening (Studi Pada Pegawai Non Pns Uptd Puskesmas Alian Kebumen). 2(April), 129–143.