
Cultivating Retention: Exploring the Mediating Role of Organizational Culture Between Job Satisfaction, Work Environment, and Turnover Intentions

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Abstract:

This study was conducted to determine and analyze things that affect the occurrence of turnover intention in contractor companies in Manyar Gresik. The study also aims to prove the effect of job satisfaction and work environment on turnover turnover through organizational culture as mediation. The type of research used is quantitative research where the population and sample in this study are employees of project contractors in Manyar Gresik totaling 271 respondents. Data analysis techniques were used to provide answers from respondents through questionnaires and data management in this study using the SmartPLS 3.0 Software program. The results of this study show that the effect directly shows that (1) job satisfaction does not have a significant effect on turnover intention; (2) job satisfaction has a significant effect on organizational culture; (3) the work environment has a significant effect on organizational culture; (4) the work environment has a significant effect on turnover intention, (5) and the culture of organization has a significant effect on turnover intention, while the indirect influence shows that (6) job satisfaction on turnover has a less significant effect without going through an organizational culture that can work as full mediation; (7) and the work environment on turnover has a significant influence even through organizational culture that can work as a partial mediation. Therefore, attention and consistency in the implementation of policies and rules that have been cultured must be maintained properly to foster employee trust in the company so that they no longer think about leaving the company.

Keywords: *Job satisfaction, Work environment, Organizational culture, Turnover Intention.*

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1. Introduction

In the face of global competition, organizations need to excel in reliable human resources to achieve their goals. Overall economic change is one of the factors that requires adaptation from economic and industry players in order to cope with these changes.

(Suyono et al., 2020) convey that every company expects that employees will provide optimal performance, and this desire to change jobs can have a negative impact,

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including decreased productivity, reduced job satisfaction, work environment facilities, and increased risk of work accidents, and according to (Princess et al, 2019); (Andriani et al., 2022); (Sanjaya et al., 2023); (Faaroek, 2019); (Naveed et al., 2022); (Assoratgoon & Kantabutra, 2023) Organizational culture is a collection of values, principles, traditions, and work methods shared by members of the organization, and influence their behavior and actions.

In general, the work environment can be categorized into two parts, namely the physical work environment and the non-physical work environment. Physical work environment refers to all conditions that are physical around the work site, which can affect employees either directly or indirectly (Putra et al, 2017); (Widyaningrum et al, 2017); (Hidayati et al, 2021); (Oubrich et al., 2021); (Ahmad et al., 2021) While (Efitriana et al, 2022); (Indrasari, 2017) Job satisfaction is a positive evaluation of the job. (Fatikasari et al., 2022); (Ohunakin & Olugbade, 2022); (Liu & Wong, 2023) Prove that job satisfaction affects employee turnover intentions

(Soetjipto et al., 2021); (Islam et al., 2022); (Rismayanti et al., 2018) Explain that if an organization is late or even unable to adapt to change, then the organization will go bankrupt.

The phenomenon of turnover intensity also occurs in one of the companies in the field of contractor services (Supriadi et al., 2021); (Munir et al, 2022); (Budun et al., 2021); (Rumawas, 2022); (Manolopoulos et al., 2022) Turnover intention is the main determining factor that affects employee turnover. This turnover intention arises from an employee's individual desire to leave the company, which can be caused by incompatibility with his job, work environment, leadership, and other factors related to his job that make him feel uncomfortable in the company.

Several factors are thought to affect *Turnover intention* is the organization, work environment and job satisfaction (Budun et al., 2021); (Dodanwala & Santoso, 2022); (Manolopoulos et al., 2022) and (Suyono et al., 2020); Convey that interference in employee work focus can arise when employees have the desire to change jobs to another place (desire to change jobs).

(Sari et al., 2019); (Kalsum et al., 2022); (Sutrisno, 2019); (Naveed et al., 2022); (Ketprapakorn & Kantabutra, 2022) Organizational culture includes a collection of values, principles, traditions, and work methods that are shared influencing the behavior, and actions of the members of the organization. And (Fatikasari et al., 2022); (E. I. P. Putri & Irfani, 2020); (Hidayati & Rizalti, 2021); (Yijing, 2020); Explaining that the workplace refers to conditions both physically and nonphysically that create a pleasant, safe, and comfortable atmosphere for workers, giving the impression of being at home and harmonious. (Hidayati & Rizalti, 2021) Employee turnover is positively and significantly influenced by working environment conditions. The more unfavorable the work environment, the higher the level of intention to move jobs from employees in the company supported by his research (Efitriana & Liana, 2022) Explaining, namely the work environment has a positive

and significant effect on *Turnover intention* but it is different from his research (E. I. P. Putri & Irfani, 2020), this happens when employees feel the work environment is less conducive, so there needs to be a sense of satisfaction possessed by workers need attention about worker job satisfaction.

(Barage & Sudarusman, 2022); (Suwarsono et al., 2023) Defining job satisfaction as a positive evaluation of the job, individuals who achieve a high level of job satisfaction will most likely show a positive attitude towards their job, whereas someone who has low job satisfaction will have negative feelings towards the job.

This study shows that there is a research gap that occurs, namely an increase in high turnover intention, but it is not followed by satisfaction and a work environment that is quite optimally accepted by employees, so this is necessary and interesting to research, while organizational governance is good enough such as organizational culture which will be expected to help as mediation to solve the problem of reducing turnover intention, In previous studies, there were not enough to examine the existence of organizational culture as a mediating variable and this phenomenon is different from previous studies where most turnover intentions were not supported by organizational culture and work environment, therefore researchers are interested in studying further.

Contractor companies in Manyar Gresik in the last 3 years phenomenon there has been a high increase in turnover as in the employee turnover system for the 2020-2023 period as follows:

**Table 1. EPC Division Contract Employee Turnover Data
Period 2021-2023**

Semester Year	Sum Employee	Employee Enter	Percentage Employee Login (%)	Employee Out	Percentage Employee Exit (%)
Jan-Jun, 2021	448	372	83,04	158	19
Jul-Dec 2021	662	439	66,31	269	24
Jan-Jun, 2022	832	398	47,84	341	28
Jul-Dec 2022	889	265	29,81	298	26
Jan-June 2023	856	321	37,50	342	29

Source: Human Resources Development (HRD)

Based on table 1.1 above, it shows that there are ups and downs in high turnover and initial observations that researchers make, the number of employees who resign or leave the company and the phenomenon that occurs is not linear in the job satisfaction factor where the existing job satisfaction factor has run well by listening to the needs and aspirations of employees. Employee Job Satisfaction has a significant negative effect on Employee Turnover Intention and has a significant positive effect on Performance (Rismayanti et al., 2018); (Dodanwala & Santoso, 2022)

Company facilities that have been given by the company are shown in table 2 below:

Table 2. Company Facility Data

No.	Types of Company Facilities	Information
1	Social Security	Granted during employment contract

2	Health insurance	Granted during employment contract
3	Incentives and bonuses	Given after 3 months of work
4	Jobdes training program	Given after 6 months of employment
5	Security training and emergency procedures	Granted during employment contract
6	Salary	Paid on time and according to company policy

Source: Human Resources Development (HRD)

In table 1.2. It is expected that employee job satisfaction is guaranteed by providing additional stimulus to achieve company goals and rewarding employees as a result of positive employee achievements or contributions according to the company's ability and (Ratnaningsih, 2021); (Rostandi et al, 2021) conveyed his research that employee job satisfaction can be obtained through the provision of appropriate rights, such as providing adequate wages, recognition of employees who achieve achievements, and promotion opportunities in their jobs. Job satisfaction partly has a positive and significant impact on employee turnover intention.

Another phenomenon that occurs is also the existence of other factors that are no less important is the work environment. Where a good work environment also includes aspects of work balance between work and employee life. The work environment in the company is good and in accordance with company regulations with company standards shown in table 3 below:

Table 3. Company Physical Environment Data

No	Types of Company Physical Facilities	Information
1	Mosque	Adequate
2	PPE (Personal Protective Equipment)	Available and provided during the employment contract
3	Drinking Water	Available and provided to all workers
4	Lunch & Dinner (For Overtime Workers)	Available and provided to all workers
5	Residence/Mess	Available and provided to all workers
6	Periodic Health Check-ups	Available and provided to all workers

Source: Human Resources Development (HRD)

In table 1.3. It was explained that the company's physical facilities provided such as the existence of employee places of worship, the provision of personal protective equipment (PPE), the provision of adequate drinking water, the provision of lunch and dinner for employees had been given properly and regular health checks to all employees. (Irsyadi et al, 2023) ;(Hidayati et al, 2021); (Holm et al., 2023) convey that the work environment has a positive effect on Turnover intention, and in addition to the work environment that allegedly affects Turnover Intention, there may be allegations of organizational culture. The Company's organizational culture as stated in the company regulations has been well implemented, as shown in table 4 below:

Table 4. Corporate Organization Culture Data

No	Types of Corporate Organizational Culture	Information
1	Company Rules and Policies	Well implemented
2	Worker SOP	It's been well executed
3	Weekly Meeting	Well implemented
4	Employee Complaint Handling	Be Actionable and Get Solutions

Source: Human Resources Development (HRD)

Based on table 4 above shows that a good organizational culture and values that are considered important, shape corporate identity and encourage teamwork, innovation, and personal responsibility can increase employee productivity. (Izzah, 2021) said in his research organizational culture had no effect and was not significant on job satisfaction, but it did have an effect on turnover intention.

Hypothesis and Research Method

Based on the conceptual framework, the formulation of hypotheses in this study is:

H1 : Direct Effect of Job Satisfaction on Turnover Intention

H2: The direct effect of Job Satisfaction on Organizational Culture

H3: Direct influence of the Work Environment on Organizational Culture

H4 : Direct Influence of Work Environment on Turnover Intention

H5: Direct Influence of Organizational Culture on Turnover Intention

H6: The Indirect Effect of Job Satisfaction on Turnover Intention through Organizational Culture

H7: Indirect Influence of Work Environment on Turnover Intention through Organizational Culture

2. Methodology

The approach in this study uses a quantitative approach. Quantitative research is research with an objective approach that summarizes the collection and analysis of quantitative data by means of statistical testing (Sugiyono, 2021) The population and sample in this study were project contractor employees in Manyar Gresik totaling 271 respondents and data analysis techniques were used to provide answers from respondents through questionnaires and data management in this study using the SmartPLS 3.0 Software program.

3. Empirical Findings/Result

Partial Least Square (PLS) Model Scheme

In the following study, test the hypothesis using analytical techniques using the Smart PLS 3.0 program, and can be seen in the PLS 3.0 program model scheme tested in Figure 1.

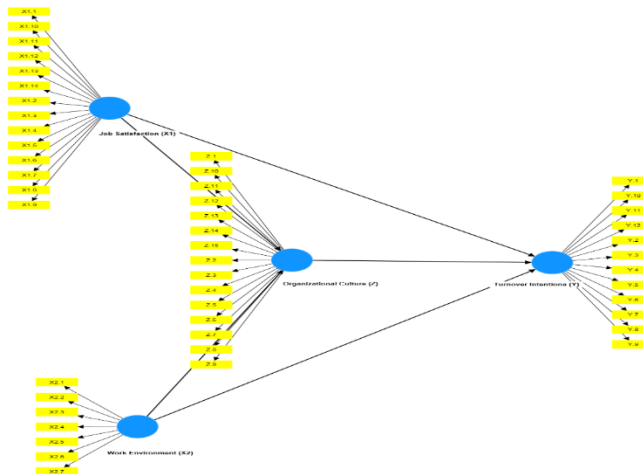


Figure 1. PLS Model Schematic

Evaluation of Measurement (Outer) Model

Based on the results of PLS analysis with PLS Algorithm for validity and reliability tests, model determination coefficients and path coefficients for equation models, below are the images produced based on the output results of PLS Algorithm Smart PLS, can be observed in Figure 2 below:

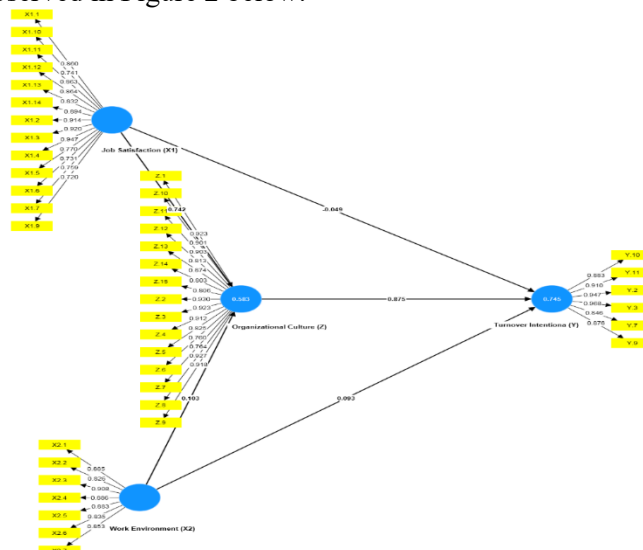


Figure 2. Outer Model Test Results

Convergent Validity

Convergent validity based on measurement models utilizing reflexive indicators can be observed based on the correlation between score items or indicators with construct scores.

Table 5 it can be observed that each indicator of many research variables that have an outer loading value of more than 0.7 (Latan & Ghozali, 2016) outer loading values

between 0.5 – 0.7 have been deemed sufficient to provide fulfillment of the requirements for *convergent validity*. The data shows that there are no variable indicators whose outer loading value is less than 0.5, which makes all indicators said to be feasible or valid for use for research and can be used for further analysis.

Table 5. Outer Loading Convergent validity

	Job Satisfaction (X1)	Work Environment (X2)	Turnover Intentiona (Y)	Organizational Culture (Z)
X1.1	0.860			
X1.10	0.741			
X1.11	0.863			
X1.12	0.864			
X1.13	0.832			
X1.14	0.894			
X1.2	0.914			
X1.3	0.920			
X1.4	0.947			
X1.5	0.770			
X1.6	0.731			
X1.7	0.759			
X1.9	0.720			
X2.1		0.885		
X2.2		0.826		
X2.3		0.908		
X2.4		0.886		
X2.5		0.883		
X2.6		0.835		
X2.7		0.853		
Y.10			0.883	
Y.11			0.910	
Y.2			0.947	
Y.3			0.968	
Y.7			0.846	
Y.9			0.876	
Z.1				0.923
Z.10				0.901
Z.11				0.903
Z.12				0.813
Z.13				0.874
Z.14				0.803
Z.15				0.806

Z.2	0.930
Z.3	0.923
Z.4	0.912
Z.5	0.825
Z.6	0.760
Z.7	0.764
Z.8	0.927
Z.9	0.918

Source: Data Processed 2021

Discriminant Validity

Discriminant validity indicators can be observed on *cross loading* between indicators and constructs. Table 6 can be observed that each indicator in the research variable has the largest *cross loading* value in the variable created in comparison with *the cross loading* value in other variables. Based on the results obtained, it can be stated that the indicators used in this study already have good discriminant validity when compiling each variable.

Table 6. Cross Loading Discriminant Validity

	Job Satisfaction (X1)	Work Environment (X2)	Turnover Intention (Y)	Organizational Culture (Z)
X1.1	0.860	0.023	0.504	0.699
X1.10	0.741	0.116	0.511	0.576
X1.11	0.863	0.109	0.511	0.602
X1.12	0.864	0.117	0.491	0.594
X1.13	0.832	0.126	0.474	0.588
X1.14	0.894	0.133	0.538	0.668
X1.2	0.914	0.210	0.678	0.705
X1.3	0.920	0.136	0.650	0.725
X1.4	0.947	0.151	0.574	0.700
X1.5	0.770	0.072	0.467	0.633
X1.6	0.731	0.124	0.409	0.552
X1.7	0.759	0.110	0.527	0.608
X1.9	0.720	0.123	0.393	0.517
X2.1	0.060	0.885	0.185	0.083
X2.2	0.032	0.826	0.131	0.051
X2.3	0.154	0.908	0.236	0.214
X2.4	0.123	0.886	0.273	0.185
X2.5	0.162	0.883	0.270	0.243
X2.6	0.124	0.835	0.246	0.193
X2.7	0.140	0.853	0.216	0.190

	Job Satisfaction (X1)	Work Environment (X2)	Turnover Intention (Y)	Organizational Culture (Z)
Y.10	0.525	0.222	0.883	0.728
Y.11	0.514	0.286	0.910	0.722
Y.2	0.592	0.282	0.947	0.781
Y.3	0.618	0.281	0.968	0.824
Y.7	0.624	0.133	0.846	0.857
Y.9	0.514	0.267	0.876	0.728
Z.1	0.695	0.093	0.700	0.923
Z.10	0.656	0.167	0.764	0.901
Z.11	0.681	0.320	0.924	0.903
Z.12	0.586	0.123	0.609	0.813
Z.13	0.664	0.075	0.670	0.874
Z.14	0.578	0.042	0.612	0.803
Z.15	0.599	0.060	0.639	0.806
Z.2	0.717	0.274	0.910	0.930
Z.3	0.714	0.203	0.838	0.923
Z.4	0.746	0.239	0.753	0.912
Z.5	0.628	0.142	0.634	0.825
Z.6	0.554	0.239	0.612	0.760
Z.7	0.558	0.194	0.616	0.764
Z.8	0.706	0.274	0.897	0.927
Z.9	0.716	0.193	0.830	0.918

Source: Data Processed 2021

While the presentation of data in Table 7 can be observed that each research variable has an *average variant extracted* (AVE) value of > 0.5 . Through this problem, it can be stated that each variable has good *discriminant* validity.

Table 7. Average Variant Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Organizational Culture (Z)	0.583
Turnover Intentiona (Y)	0.745

Source: Data Processed 2021

Composite Reliability

Composite Reliability is a part that is used to test the reliability value of several indicators to a variable. A variable can be expressed to fulfill composite reliability if it has a composite reliability value of more than 0.6.

Table 8, it can be seen that the composite reliability value of the entire research variable > 0.7 . The construct is considered reliable if the value of composite reliability or Cronbach alpha is above 0.70 (Ghozali & Latan, 2020). The following results

prove that each variable has met composite reliability which makes it possible to conclude that all variables have a high level of reliability.

Table 8. Composite Reliability

Variable	Composite Reliability
Job Satisfaction	0.968
Organizational Culture	0.981
Turnover Intentiona	0.958
Work Environment	0.964

Cronbach Alpha

Reliability testing with composite reliability can be strengthened through the use of Cronbach alpha values. Table 9, can be found that "the Cronbach alpha value of each study variable > 0.7 . So based on the problem itself, the results of this study prove that each research variable has met the requirements of the Cronbach alpha value, so there is a conclusion that all variables have a high level of reliability."

Table 9. Cronbach Alpha

Variable	Cronbach's Alpha
Job Satisfaction	0.963
Organizational Culture	0.976
Turnover Intentiona	0.956
Work Environment	0.947

Source: Data Processed 2021

Test the Structural Model or Inner Model

In the following study can be given an explanation of the results of *path coefficient* testing, *goodness of fit* testing and hypothesis testing.

Path Coefficient Test

Evaluation *path coefficient* Used to show how strong the effect or influence of exogenous variables on endogenous variables. Meanwhile, coefficient determination (R-Square) is used to measure how much endogenous variables are influenced by other variables. (Marcoulides et al., 2009)

Meanwhile, if it has a result of 0.33 – 0.67 so it is classified as a medium category, and if it has a result of 0.19 – 0.33 so it is classified as a weak category.

Table 10. Path Coefficient

Construct	Path Coefficient	Remark
Job Satisfaction (X1) -> Turnover Intentiona (Y)	-0.049	Weak
Job Satisfaction (X1) -> Organizational Culture (Z)	0.742	Strong

Work Environment (X2) -> Organizational Culture (Z)	0.103	Weak
Work Environment (X2) -> Turnover Intentiona (Y)	0.093	Weak
Organizational Culture (Z) -> Turnover Intentiona (Y)	0.875	Strong

Goodness of Fit

Based on the presentation of table 11 data, it can be seen that the R-Square value for organizational culture variables is 0.583. It states that the percentage for organizational culture is 58.3% or the model is otherwise moderate. The result of the variable turnover intention shows a value of 0.745 or with a percentage of 74.5%, which means the model is said to be strong. Goodness of fit assessment is observed from the Q-Square value. The value of Q-Square means equivalent to the coefficient of determination (R-Square) in regression analysis, where the higher the Q-Square the better. The results of calculating the Q-Square value are:

Table 11. R-Square value

<i>Variable</i>	<i>R Square</i>
Organizational Culture (Z)	0.583
Turnover Intentiona (Y)	0.745

Source: Data processed 2021

The assessment of *goodness of fit* is seen from the Q-Square value. The value of Q-Square has an equivalent meaning to R-Square in regression analysis, where the higher the Q-Square, which makes the model can be said to be better or more fit using data. The results of calculating the Q-Square value are:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - RY) \times (1 - RZ)] \\
 &= 1 - [(1 - 0.745) \times (1 - 0.583)] \\
 &= 1 - (0.255 \times 0.417) \\
 &= 0,894
 \end{aligned}$$

Based on the results of these calculations, a Q-Square value of 0.894 was obtained. The following issue shows the large diversity of research data that can be influenced by the research model, which amounts to 89.4%. Meanwhile, the remaining 10.6% were informed by other factors that existed outside the research model itself. So from the problem itself, based on the results said that the research model can be declared to have a good and positive goodness of fit.

Direct Effect Test

The next test is to see the significant value of influence between variables through making observations on the value of the parameter coefficient and also the statistical T significance value using the bootstrapping method (Ghozali & Latan, 2020)

Table 12. T-Statistics and P-Values

No.	Hpo	Variable	Original Sample	T Statistics (O/STDEV)	P Values
1	1	Job Satisfaction (X1) -> Turnover Intentiona (Y)	-0.049	1,074	0.283
2	2	Job Satisfaction (X1) -> Organizational Culture (Z)	0.742	17,057	0.000
3	3	Work Environment (X2) -> Organizational Culture (Z)	0.103	2,502	0.012
4	4	Work Environment (X2) -> Turnover Intentiona (Y)	0.093	2,929	0.003
5	5	Organizational Culture (Z) -> Turnover Intentiona (Y)	0.875	26,293	0.000

Source: Data processed 2021

Hypothesis of the Influence of T-Statistics P-Values results based on the presentation of data in table 3.8, it can be observed that based on the 5 hypotheses submitted in the study are details of the influence between variables:

1. Direct Effect of Job Satisfaction on Turnover Intention

Based on the table above, testing the job satisfaction variable on turnover intention obtained a t-statistics value of 1.074 with a ρ -value of 0.283. Because the value of ρ -value is greater than α ($0.000 > 0.05$), H_0 is accepted, thus job satisfaction does not have a significant effect on turnover intention

2. The direct effect of Job Satisfaction on Organizational Culture

Based on the table above, it can be seen that for testing the variable of job satisfaction with organizational culture, a t-statistics value of 17.057 was obtained with a ρ -value of 0.000. Because the value of ρ -value is smaller than α ($0.000 < 0.05$), H_0 is rejected, thus job satisfaction has a significant effect on organizational culture

3. Direct influence of Work Environment on organizational culture

Based on the table above, the variable of work environment to organizational culture obtained a t-statistics value of 2.502 with ρ -value of 0.012. Because the value of ρ -value is smaller than α ($0.000 < 0.05$), H_0 is rejected, thus the work environment has a significant effect on organizational culture

4. Direct Influence of Work Environment on Turnover Intention

Based on the table above, the work environment variable on turnover intention obtained a t-statistics value of 2.929 with a ρ -value of 0.003. Because the value of ρ -value is smaller than α ($0.000 < 0.05$), H_0 is rejected, thus the work environment has a significant effect on turnover intention

5. Direct Influence of Organizational Culture on Turnover Intention

Based on the table above, it can be seen that for testing organizational culture variables on turnover intention obtained a t-statistics value of 26.293 with ρ -value of 0.000. Because the value of ρ -value is smaller than α ($0.036 < 0.05$), H_0 is rejected, thus the culture of organization has a significant effect on turnover intention

Indirect Effect Test

Testing the hypothesis of indirect influence is carried out by engineering methods *bootstrapping re-sampling*. Alternative approaches to testing the significance of mediation (Bollen & Stine, 1990)

The following are the results of data processing to determine exogenous variables to endogenous variables, exogenous variables to mediator variables, mediator variables affect endogenous variables:

Table 13. T-Statistics and P-Values

No.	Hpo	Variable	Original Sample	T Statistics (O/STDEV)	P Values
1	6	Job Satisfaction (X1) -> Organizational Culture (Z) -> Turnover Intentiona (Y)	0.649	13,691	0.000
2	7	Work Environment (X2) -> Organizational Culture (Z) -> Turnover Intentiona (Y)	0.090	2,522	0.012

Source: Data processed 2021

Based on the results of the calculation of the path coefficient, it is known that:

1. The Indirect Effect of Job Satisfaction on Turnover Intention through Organizational Culture

Based on the table above, it can be seen that testing the variable effect of job satisfaction on turnover intention through organizational culture obtained *t-statistics* of 13.691 with *p-value* of 0.000. Because the *p-value* is smaller than α ($0.000 < 0.05$), H_0 is accepted, thus employment has a significant effect on turnover intention through organizational culture as mediation.

2. Indirect Influence of Work Environment on Turnover Intention through Organizational Culture

Based on the table above, it can be seen that testing the variable influence of the work environment on turnover intention through organizational culture obtained *T-statistics* of 2.522 with *p-value* of 0.012. Because the value of *p-value* is smaller than α ($0.012 < 0.05$), H_0 is rejected, thus the work environment has a significant effect on turnover intention through organizational behavior as mediation.

4. Discussions

1. Direct Effect of Job Satisfaction on Turnover Intention

Based on the results of the study, it is known that job satisfaction that occurs in the company for work monitoring carried out by the leader directly makes employees uncomfortable so that there is a need for indirect tiered monitoring by the highest leadership through supervision and managers first, although the effect is small on yirnovver intention, while employees are satisfied that they have been given optimal k3 facilities so that they will consider not to want to leave the company. And this research is also in accordance with his opinion (Pane & Simarmata, 2021); (Irsyadi & Djamil, 2023); (Irawati, 2021); (Khotimah et al., 2019); which explains the effect of satisfaction on turnover intention but This research is not supported by (Purwati, 2021)

2. The direct effect of Job Satisfaction on Organizational Culture

Based on research values for employee habits In carrying out activities less actively looking for solutions in completing work, less creative in working and less optimal in collaborating with other members, the company needs policy assistance that is cultured to the leadership providing assistance in improving communication in all matters related to work involving other parties so that employees will feel satisfied and comfortable so that their activities are supported by the company, so that the desire to leave will be reduced by seeing the importance of organizational culture, and employees are satisfied if the culture of work activities has been implemented SOP well, which makes employee satisfaction will increase, it needs to be maintained consistently, followed by his opinion This research is in accordance with research by (Hariani & Al Hakim, 2021); (Paramita et al., 2013); (G. A. M. Princess et al., 2023); (Shavira & Febrian, 2023); (Nofitasari, 2023); (Prasetiyo et al., 2020); (Almeyda & Gulo, 2022) Explaining organizational culture has a significant partial and simultaneous influence on employee job satisfaction and is in contrast to previous studies, other studies by (Izzah, 2021) suggests that organizational culture has no influence on job satisfaction.

3. Direct influence of Work Environment on organizational culture

Based on the results of the study, it is known that the facilities provided by employees are already in place such as worship facilities, health checks and this needs to be maintained consistently and if necessary at the level of health checks for all employees, and employees are also satisfied with the existence of a k3 culture that has been carried out well, just maintained increased training in carrying out emergency response procedures, so that work feels comfortable. And this is in his opinion, this research is also in accordance with his research Research by (Kustadji, 2023); (Vania, 2019); (Olivia & Sukma, 2023); (Zulfa, 2020); (Apriyanto & Haryono, 2020) suggests that the work environment has a positive and significant influence on job satisfaction but is different from the study (Nurcahyo et al., 2022)

4. Direct Influence of Work Environment on Turnover Intention

Based on the results of the study proved that the facilities for Social security, health insurance and incentives and bonuses have been carried out well by the company, so that employees feel comfortable with the no physical environmental facilities provided by the company so that employees are comfortable and no longer think about the family of the company, for that it needs to be maintained and if necessary increased the value of incentives or bonuses based on the value of their performance, In accordance with the opinion in research (Irsyadi & Djamil, 2023); (Haris Silajiq, 2021); (Saputra, 2019); (Pane & Simarmata, 2021); (Irawati, 2021); (Khotimah et al., 2019) Explain 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 room where operational work and easier to work in a room with well-maintained work equipment and the creation of relationships between individuals for the success of the organization and obedience in carrying out and completing work and can work well together and contradict the research above, in

research (Zulfa, 2020); suggests that the work environment has no effect on turnover intention.

5. Direct Influence of Organizational Culture on Turnover Intention

Based on the results of the study shows that organizational culture regarding Explanation of the implementation of company regulations, less optimal so that employees feel there is no consistency in the application of company regulations, so employees are less comfortable, for that it needs to pay more attention to regulations to be carried out consistently so that employees grow trust in the company which will reduce the desire to leave the company, and the company also needs to pay attention and respect the decisions of others and be open Through company leaders, so that employees feel protected and cared for the results of their work, this is also in accordance with his opinion research by (Musa & Tawe, 2023); (Yuzalmi et al., 2023) suggests that organizational culture has a positive and significant influence on *turnover intention*. An organizational culture that provides recognition and rewards to employees and provides opportunities to provide feedback and suggestions to management can degrade *Turnover intention*. And it's different from his research (Rahmizal & Lasmi, 2021); (Nursari et al., 2020) that organizational culture has a negative and significant effect on *turnover intention*.

6. The Indirect Effect of Job Satisfaction on Turnover Intention through Organizational Culture

Based on the results of the study showed that the statistical T value of the direct effect of job satisfaction of 1.074 was smaller than the indirect effect which had a value of 13.691, so this shows that job satisfaction on turnover has a less significant effect without going through an organizational culture that can work as a full mediation. And this is also in accordance with research (Pane & Simarmata, 2021); (Pebrianti et al., 2024); states that satisfaction affects turnover and is different from Research (Susilo & Satrya, 2019) suggests that job satisfaction has a negative and significant effect on turnover intention

7. Indirect Influence of Work Environment on Turnover Intention through Organizational Culture

Based on the results of the study shows that the statistical T value of the direct influence of job satisfaction of 2.929 is greater than the indirect influence which has a value of 2.522, so this shows that the work environment on turnover has a significant influence even through organizational culture that can work as partial mediation and this is in his opinion research (Haris Silajiq, 2021); (Saputra, 2019); (Ussu et al., 2023); (Vania, 2019); (Apriyanto & Haryono, 2020) states that the environment affects turnover intention and is different from his research (Kustadji, 2023)

5. Conclusions

From the analysis that has been done, it can be concluded that job satisfaction does not significantly affect the intention to quit (turnover intention) directly. However, job satisfaction has a significant influence on organizational culture, as well as the work

environment. The work environment also significantly affects organizational culture and the intention to quit. In addition, organizational culture also has a significant influence on the intention to quit.

In terms of indirect influence, it was found that the effect of job satisfaction on the intention to quit had a less significant impact without going through organizational culture as a full mediator. Meanwhile, the influence of the work environment on the intention to quit remains significant even through organizational culture as a partial mediator.

Therefore, it is important to pay attention and consistency in implementing policies and rules that have been implemented properly in order to build employee trust in the company. This is so that employees no longer consider leaving the company.

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