

# The Influence of Organizational Culture and Employee Engagement on Turnover Intention With Job Satisfaction as Mediating Role

Nur Setyaningsih<sup>1</sup>  
Mercu Buana University, Jakarta

Lenny Christina Nawangsari<sup>2</sup>  
Mercu Buana University, Jakarta

**Abstract:-** The main objective of this study is to determine the effect of organizational culture and employee engagement on turnover intention mediated by job satisfaction, using a quantitative descriptive approach. The data in the study were obtained from 99 respondents who were employees with status permanent and have been selected using Proportionate Stratified Random Sampling. Data analysis in this study used an alternative method of structural equation modeling (SEM), namely partial least square (PLS). The first stage in this study was to test the validity of the questions for each variable along with its reliability. The second stage examines the relationship between organizational culture, employee engagement, and job satisfaction on turnover intention. The third stage examines the relationship between organizational culture and employee engagement to turnover intention through job satisfaction. The results of this study state that the variable of organizational culture have a negative and significant effect on turnover intention, employee engagement have a negative and significant effect on turnover intention, organizational culture has a positive and significant effect on job satisfaction, employee engagement have a positive and significant effect on turnover intention, Job satisfaction has a negative and significant effect on turnover intention. In the indirect relationship, organizational culture have a negative and significant effect on turnover intention through job satisfaction, then on the indirect relationship, the variable employee engagement has no effect on turnover intention through job satisfaction.

**Keywords:-** Organizational Culture, Employee Engagement, Turnover Intention, Job Satisfaction

## I. INTRODUCTION

Competition is getting tighter these days, especially with the openness of the State to accept foreign investors. Companies must have the courage to be involved in competition and must be more productive. However, in achieving this goal, companies often face obstacles if there is a high turnover. Often companies experience losses and decreases in business when an employee leaves or resigns. Losses can be in the form of financial losses as well as loss of the time, employee turnover or what is often referred to as turnover.

The high turnover in the company has an impact not only in terms of the cost of the employee search process by the recruitment department and the costs incurred for conducting training and but also has an impact on the running of operational the business in the company.

PT. XYZ is a manufacturing company with main business produce a beverages product in Indonesia. It is known that during a period of three years, since 2017 to 2019 there was high employee turnover. Based on interviews with the representative officer from human resources of the company, it is known that there are levels turnover (turnover rate) which has been high in the past three years.

In year 2017 number of employees was 460 and the number who end of worked was 86 people with turnover rate of 19%, then in 2018, the average number of employees that year was 308, the number of employees who left in 2018 was 71 people or a turnover rate of 18%, most recently in 2019 from the data provided, the average number of employees was 301 employees, 22 people voluntarily left with a turnover rate of 7%.

Year	Number of employees (Average)	New employees	Employees Leave	%
2016	493	114	44	9%
2017	460	115	86	19%
2018	308	66	71	18%
2019	301	22	22	7%
Average			14%	

Table 1:- Employee Report Data Turnover  
Source: company data (2020)

Novliadi (2007) (in I Putu Dedik et al; 2017) states that the turnover rate is low if it is less than 5%, high if it is more than 5% and very high if it is more than 10%.

This turnover data is a challenge for the management in the company, because when review based on data from the employee survey conducted in 2019 to 290 employees got the results of 65% of employees who were satisfied and engaged. Meanwhile, when compared to the results of the employee survey in the previous year, there was an increase of 8 points that is 59%. Bigger than the results in 2018. This employee survey was conducted anonymously and used software issued SAP-based.

One way that companies can do to reduce the high number of employee turnover intensity in the company is to foster an engagement to the company's employees, increase involvement of the employees to the organization (Wills in Prihandini, 2011). The concept of engagement is the degree to which an employee is able to commit to an organization and the results of that commitment are determined by how they work and the length of time they work.

The survey results showed that there were aspects that had a low value, the feedback of Employee Engagement was got 65%, the Satisfaction was 62%, and why did Organization Culture have a higher result with 72%.

Before deciding which research to take, the author also conducted a pre-survey by conducting interviews with 18 (eighteen) employees representing several department, especially the Commercial and Administration section, which showed that 52.40% of employees stated that they had the intention to leave the company, and 47.6% feel satisfied and will not leave the company.

In order to know and support the survey results, the authors conducted a second pre-survey by asking several directional questions and supporting the results of the survey conducted by the company previously. Which may focus in 3 (three) fundamental aspects in the company, that is employee engagement, organization culture and Job Satisfaction.

Based on the survey results, both company data and interview results, researchers has seen there is need to know more deep to which Organization Culture and Employee Engagement that employees have in the company may affect Turnover Intention and how job satisfaction can mediate these 3 (three) aspects for that researchers are interested to conducting research with the title "The Effect of Organizational Culture and Employee Engagement on Turnover Intention mediated by Job Satisfaction"

## II. LITERATURE REVIEW

### A. Turnover Intention

In this recent development employee turnover has been seen as an important organizational issue, its importance lies in the fact that there are many negative consequences in organizations if employee turnover rates are consistently high. High employee turnover can cause the company organization to run stagnant, because they have to continuously provide training for new employees to replace employees who leave. Not only that, the costs for the recruitment process include placing advertisements in the search for replacement candidates, selection test costs and also the more important is the cost of idle in processing of work due to vacant position will impact to the loss that accumulate a consequence.

In the work environment, before an employee chooses to immediately leave work or make a turnover, he will go through a phase called turnover intention (Prihandini, 2011). Whitman (in Ramadhany, 2014) states that turnover intention is an employee's thought related to leaving work.

Turnover is a comparison between the entry and resign of employees in the organization (Hasibuan, 2008). Every employee who leaves always carries costs, such as withdrawal, selection, and training fees that are detrimental to the organization. If the employee turnover of an organization often occurs, this indicates that the organization's management is not good. Employee stability must receive serious attention from the Management of an organization.

Quoting Rivai (2009: 238) turnover theory used in Hutomo et.al (2020) research, turnover is the desire of employees to be able to quit working from the company voluntarily or move from their initial place of work to another place of work according to their own choice.

The definition of turnover is the entry and exit of employees in the company within a certain period (Kasmir, 2009:57). This means that there are employees who enter through recruitment and leave in various reasons that led to changes in the number of employees.

### B. Organizational Culture

The definition of organizational culture is the values, principles, traditions and ways of working shared by organizational members and influencing the way they act (Robbins and Coulter, 2009:63). In most organizations, these shared values and practices have developed rapidly with the times and can profoundly influence how an organization operates.

According to Mondy and Noe (1996) Organizational Culture is a system of share values, beliefs and habits that exist in an organization that interact with formal structures to create norms of behavior norms in the organization ([www-maxmanroe.com](http://www-maxmanroe.com)).

Ivanichevich et. al. (2007) argued that "Organizational Culture is what employees perceive and that way of perception creates a pattern of beliefs, values and expectations". Pearce and Robinson (2008) in Emeron et al (2016: 116) suggest that "organizational culture is a group of important assumptions that are often not clearly stated that are shared by members of an organization. Every organization has its own culture. The culture of an organization is like a person's personality - a theme that is intangible but exists and is present, providing meaning, direction and a basis for action. In the same way that personality affects a person's behavior, the shared assumptions (beliefs and values) of the members of a company influence the opinions and actions of that company.

Poerwanto (2008) in the book of human resources management written by Emron et al (2016:118) argues that "Corporate culture is a set of assumptions that are built and shared by organizations as a moral in adapting to the external environment and the internal integration process. The definition of "culture" according to Robbins & Coulter (2009) here implies three things. First, culture is a perception, not something that can be touched or seen physically, but employees accept and understand it through what they experience in the organization. Second, organizational culture is descriptive, that is, it deals with how members accept and interpret the culture, regardless of whether they like it or not. Finally, even though the individuals in the organization have different backgrounds and work at different organizational levels, they tend to define and express organizational culture in the same way. This is the shared aspect of acceptance mentioned earlier.

### C. Employee Engagement

Engagement defined generally as an effort, enthusiasm, dedication, energy, and so on. The terms employee engagement or work engagement are alternately used when describing engagement. However, employee engagement refers to the relationship between employees and their organization, while work engagement refers to the relationship between employees and their jobs (Schaufeli, 2013).

Employee engagement is a condition or situation where employees are enthusiastic, passionate, energetic, and committed to their work (Maylett & Warner, 2014). The concept of engagement can refer to individual involvement and job satisfaction which is equivalent to enthusiasm for work.

William Kahn's first term of engagement. Kahn (2009) states that personal engagement is a condition where employees use and show themselves physically, emotionally and cognitively in their role in the organization. Kahn further explained engagement as the involvement and self-expression of an employee for the assigned tasks.

Employee engagement is a condition in which employees identify themselves with their work: in engagement, a person will work and express himself, both physically, cognitively, and emotionally while he is working (Kahn, 1990).

Employee engagement also defined as a positive motivational state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2003).

According to Kahn (in Albrecht, 2010:4) in (Akbar: 2013) describes the theory of relationships and involvement that occur closely physically, cognitively and emotionally between a person and their role in a job, which is then referred to as employee engagement.

Based on the explanation of the theories described above, this study refers to the theory put forward by Maslach, Schaufeli, and Leiter (2001) where employee engagement is a persistent condition and full positive-affective emotions of employees characterized by high levels of enjoyment and active employees. in organizations by fulfilling three dimensions, namely vigor, dedication, and absorption.

### D. Job Satisfaction

Job satisfaction is a positive feeling towards work resulting from an evaluation of its characteristics (Robbins and Judge, 2011:114). Refers to job satisfaction (job satisfaction) which describes a positive feeling about work, which results from evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their job, while someone with a low level has negative feelings. Work requires interaction with colleagues and superiors, following organizational rules and policies, meeting performance standards, living with less than ideal conditions and the like.

Job satisfaction is basically something that is individual (Rivai and Sagala, 2009). Each individual has a different level of satisfaction according to the value system that applies to him. Satisfaction is an evaluation that describes a person who feels happy or unhappy, satisfied or dissatisfied at work.

Job satisfaction is an emotional state which is the result of evaluating one's work experience (Luthans, 2006:243). Job satisfaction is an assessment or reflection of the job's feelings about the job (Umar, 2001:36). This can be seen in the positive attitude of workers towards their work and everything that their work environment faces.

## III. CONCEPTUAL FRAMEWORK

Based on the results of previous studies, it can be concluded that the framework of this study can be presented in the figure as follows:

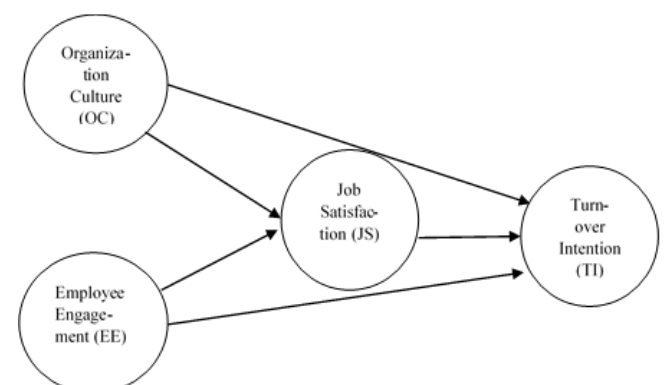


Fig 1:- Conceptual Framework

**IV. RESEARCH METHODOLOGY**

*A. Samples and Populations*

The methodology in this research is a quantitative method using a descriptive approach. According to Sugiyono (2016:8), quantitative research is a research method based on the positivism philosophy, used to research on a specific population or sample. The descriptive approach according to Sugiyono (2017) is "This descriptive research method is carried out to determine the existence of independent variables, either only in one or more variables (independent variables or dependent variables) without making comparisons of the variables themselves and looking for relationships with other variables". This descriptive method is a method that aims to determine the nature and relationship between two variables by observing certain aspects more specifically to obtain data that is in accordance with the existing problem with the purpose of research, where the data is processed, analyzed, and further processed with basic theories that have been studied so that the data can be drawn a conclusion. And as explained in the framework of thought and hypothesis, the variables used in this study are **Employee Engagement and Organizational Culture as independent variables** or variables X1 and X2, mediated by variable **Job Satisfaction as the Y1** and **Turnover intention as the dependent variable or the Y2** and further processed on the basis of the theories that have been studied so that the data can be drawn a conclusion. And as explained in the framework and hypothesis, the variables

used in this study are Employee Engagement and Organizational Culture as independent variables or variables X1 and X2, mediated by Job Satisfaction as the Y1 variable and Turnover intention as the dependent variable or the Y2 variable, mediated by Job Satisfaction as the Y1 variable and Turnover intention as the dependent variable or the Y2 variable.

The sampling technique was carried out by purposive sampling, to obtain relevant and complete data, the researcher used a research design that refer to secondary data through direct observation and analysis of turnover rate issued by Human Resources division of PT. XYZ. This research was conducted with aim to be able to understand, explain and analyze the correlation between the independent variable and the dependent variable. This descriptive method is a method that aims to be determined the nature and relationship between 2 (two) variables by observing certain aspects more specific in accordance with the existing problem for the purpose of research, where the data is processed and being analyze.

In this study, the population is the employee with permanent status 132 people while the method to take the samples is using Slovin formula that got about 99 people. So for the distribution of the sample according to the number that has been divided proportionally, each department is being asked to represent the respondents according to that number.

Department	Number of employee	<i>Proportionate Stratified Random Sampling</i>	Sample %
<i>Commercial</i>	31	23.31	24
<i>Finance Admin</i>	16	12.03	12
<i>HR</i>	2	1.50	2
<i>Manufacture</i>	60	45.11	44
<i>Legal</i>	2	1.50	1
<i>Marketing</i>	1	0.75	2
<i>Supply Chain</i>	20	15.04	15
Total	132	99	100%

Table 2:- Determination of Sample Amount

Furthermore, this study uses the analysis method with Structural Equation Modeling (SEM), with instrument testing using the Partial Least Square (PLS) method. PLS analysis is a multivariate statistical technique that performs comparisons between multiple dependent variables and multiple independent variables (Jogiyanto, 2011). The algorithm in PLS is not limited only to the relationship between indicators and latent constructs, not only reflective, but also formative relationships (Yamin and Kurniawan, 2011). PLS can be used for very complex models (consisting of many latent variables) and can estimate the path model with a small sample. The main purpose of PLS is to explain the relationships between constructs and emphasize the understanding of the value of these relationships.

**V. RESULTS AND DISCUSSION**

In this study, a descriptive analysis was carried out to see an overview of organizational culture, employee engagement, job satisfaction and turnover intention in the PT XYZ environment. Based on the results of the responses from 99 respondents regarding the research variables, the researcher will describe in detail the respondents' answers which are grouped into descriptive statistics. Delivering an empirical picture of the data used in statistical descriptive research is by using the average value, standard deviation, minimum value, and maximum value. Through this description, it will be known to what extent the respondent's perception of the variables that are indicators in the study. In the following, the author will provide a more comprehensive picture of the questionnaire answer description:

Variable	Indicator	Mean
Organizational culture	X 1	3,2
	X 2	3.91
	X 3	3.96
	X 4	3.95
	X 5	3.97
	X.6	3.83
	X7	3.84
	X8	2.25
	X.9	3.88
	X10	2.76
	X11	2.94
	X12	3.08
	X13	3.91
	X14	3.37
	X15	3.34
Employee Engagement	X16	4.34
	X17	4.36
	X18	4.28
	X19	3.73
	X20	4.26
	X21	4.11
	X22	4.63
	X23	4.33
	X24	4.43
	X25	4.59
	X26	4.29
	X27	4.07
	X28	3.89
X29	4.03	
X30	4.03	
X31	3.81	
X32	3.96	
Job satisfaction	X33	3.75
	X34	3,7
	X35	2.72
	X36	2.46
	X37	3.23
	X38	2.39
	X39	2.92
	X40	3.22
	X41	3.87
	X42	3.84
Turnover Intention	X43	2.18
	X44	2.49
	X45	2,3
	X46	2.55
	X47	2.25
	X48	2.84

Table 3:- Descriptive Variables

Judging from the table above, based on all statements on the instruments presented to measure the variables, it is known that the perception of the respondent or participant is dominated by the attitude or answers to agree with the statement on the instrument presented.

According to Hair et al. (2016), to assess convergent validity, the loading factor value must be more than **0.70**. However, according to Hulland (1999) in Henseler et al. (2016), a reflective indicator loading factor can be considered a good measure for latent variables if it is above **0.50** (reflective indicator loading factor > 0.50). The decisions that can be taken for the acceptance limit of outer loadings are between **0.60**. Furthermore, the analysis is continued by looking at the average variance extracted (AVE) value which is carried out to test the convergent validity with a cut-off value above **0.50**.

Based on the test results, it can be seen that all measuring items have not met the requirements for testing the loading factor value because there are still some question items that are below 0.60, that were X1.11, X1.13, Y1.1, Y1.2, Y1.3 and Y1.4. Some of these indicators were excluded from the model because they did not meet the test requirements.

Variable	Indicator	Loadings	AVE		
<b>Organizational Culture (X1)</b>	<b>X1.1</b>	0.734	0.555		
	<b>X1.10</b>	0.702			
	<b>X1.12</b>	0.646			
	<b>X1.14</b>	0.738			
	<b>X1.15</b>	0780			
	<b>X1.2</b>	0.716			
	<b>X1.3</b>	0851			
	<b>X1.4</b>	0.857			
	<b>X1.5</b>	0842			
	<b>X1.6</b>	0.644			
	<b>X1.7</b>	0.650			
	<b>X1.8</b>	0.663			
	<b>X1.9</b>	0814			
	<b>Employee Engagement (X2)</b>	<b>X2.1</b>		0.744	0.577
		<b>X2.10</b>		0.708	
<b>X2.11</b>		0.784			
<b>X2.12</b>		0.699			
<b>X2.13</b>		0.776			
<b>X2.14</b>		0.792			
<b>X2.15</b>		0.759			
<b>X2.16</b>		0.728			
<b>X2.17</b>		0.646			
<b>X2.2</b>		0.658			
<b>X2.3</b>		0861			
<b>X2.4</b>		0.737			
<b>X2.5</b>		0.807			
<b>X2.6</b>		0.776			
<b>X2.7</b>		0780			
<b>X2.8</b>	0.821				
<b>X2.9</b>	0.806				
<b>Job Satisfaction (Y1)</b>	<b>Y1.10</b>	0.707	0.586		
	<b>Y1.5</b>	0.741			
	<b>Y1.6</b>	0.762			
	<b>Y1.7</b>	0.805			
	<b>Y1.8</b>	0827			
<b>Y1.9</b>	0.748				

Variable	Indicator	Loadings	AVE
<b>Turnover Intention(Y2)</b>	<b>Y2.1</b>	0.856	0.680
	<b>Y2.2</b>	0.802	
	<b>Y2.3</b>	0.878	
	<b>Y2.4</b>	0.826	
	<b>Y2.5</b>	0.869	
	<b>Y2.6</b>	0.708	

Table 4:- Convergent Validity Test Result

Based on the test results, it can be seen that all the remaining measuring items have met the test requirements for the loading factor value after the removal of invalid indicator items and the average variance extracted (AVE) is above 0.50, then it can be said "valid" and can be used to measure each variable latent.

Because there is no problem with convergent validity, the next step tested is a problem related to discriminant validity for each construct with the correlation value between the constructs in the model (Wong, 2019). This method is often referred to as Fornell Larcker Criterion, HTMT and Cross Loadings.

From the results of the Fornell Larcker Criterion test, it can be seen that the loading factor value for each indicator of each latent variable has a loading factor that is not the largest compared to the loading value when associated with the values of other latent variables. This means that each latent variable has good discriminant validity, where some latent variables still have a highly correlated measure with other constructs.

The loading value in HTMT must be below 0.85 to meet the discriminant validity criteria, namely, one variable has a different meaning from the other variables. The HTMT test results show that all loading values for all variables are less than 0.85.

Meanwhile, the results of the Cross Loadings test showed that loading value on each intended construct larger compared to the loading value with other constructs. It can be concluded that all existing indicators are valid and there are no problems with discriminant validity.

The reliability of each latent construct was assessed using Cronbach's alpha and composite reliability values, however, in addition to using Cronbach's alpha and composite reliability, the rhoA value can be considered to ensure the reliability of the PLS construction score, as defined in Dijkstra & Henseler (2015). Cronbach's alpha and composite reliability are higher than 0.70 (Fornell & Larcker, 1981 in Wong, 2019) while the rhoA value must be 0.70 or greater which indicates the reliability of the composite. The results of the composite reliability test showed that all latent variable values had Cronbach's alpha, rhoA and composite reliability values  $\geq 0.70$ . Thus, all constructs are reliable.

The value of R-Square (R2) or the coefficient of determination of the job satisfaction construct of 0.372. These results indicate that the endogenous variable job satisfaction can be explained by exogenous variables, namely organizational culture and employee engagement by 37%, while the rest is explained by other exogenous variables outside of this study. Where this value falls into the moderate category (moderate) because it is close to the cut value of 0.50.

Meanwhile, the turnover intention variable was found the coefficient of determination is 0.412, which indicates that the endogenous variable turnover intention can be explained by exogenous variables, namely organizational culture, employee engagement and job satisfaction by 41%, while the rest is explained by other exogenous variables outside of this study. Where this value falls into the moderate category (moderate) because it is close to the cut value of 0.50.

Based on the calculation of predictive relevance (Q2), the values are 0.027 and 0.298 (greater than zero), so it can be concluded that the model has a relevant predictive value.

In testing the fit model, the results show that the model in this study has a good fit because it has a standardized root mean square residual (SRMR) value of 0.100 and a normal fit index (NFI) value shows that the model in this study is 54% (0.539) better than the null model. While the Chi-square has met the criteria above 0.90, namely 2085,766.

This hypothesis testing stage is carried out after the structural model evaluation stage is carried out. This stage is carried out to determine whether the research hypothesis proposed in the research model is accepted or rejected. To test the proposed hypothesis, it can be seen from the path coefficients and the T-Statistic value through the bootstrapping procedure.

The hypothesis proposed is as follows:

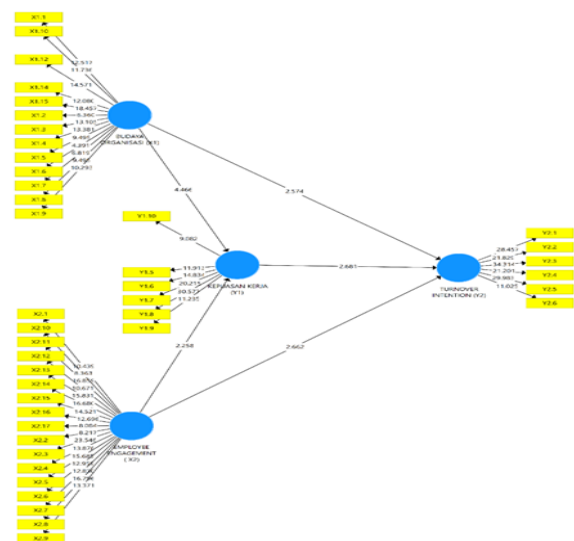


Fig 1:- Bootstrapping Test Results

Research Hypothesis	Path Coefficient	T Statistics (O / STDEV)	P-Values
Organizational Culture (X1) → Job Satisfaction (Y1)	0.499	4,466	<b>0.000</b>
Organizational Culture (X1) → Turnover Intention (Y2)	-0.304	2,574	<b>0.010</b>
Employee Engagement(X2) → Job Satisfaction (Y1)	0.250	2,258	<b>0.024</b>
Employee Engagement (X2) → Turnover Intention (Y2)	-0.239	2,662	<b>0.008</b>
Job Satisfaction (Y1) → Turnover Intention (Y2)	-0.284	2,681	<b>0.007</b>
Organizational Culture (X1) → Job Satisfaction (Y1) → Turnover Intention (Y2)	-0.142	2,132	<b>0.033</b>
Employee Engagement (X2) → Job Satisfaction (Y1) → Turnover Intention (Y2)	-0.071	1,717	<b>0.086</b>

Table 5:- Hypothesis Test Result

Based on the test results, it was found that the path coefficients value was -0.304 which was close to the value of -1, the T-Statistic value was 2.574 ( $> 1.96$ ) and the p-value was 0.010 ( $< 0.05$ ), so it could be concluded that the first hypothesis (**H1**) is accepted, that **the organizational culture had negative and significant impact on turnover intention. The lower the existing organizational culture, the more it will encourage employees to leave work.**

This result is in accordance with the research of Tumbelaka (2016) where organizational culture has a negative and significant influence on turnover intention. Pearce and Robinson (2008) in Emeron et al. (2016: 116) argues that organizational culture is a group of important assumptions that are often not clearly stated that are shared by members of an organization. If employees do not get these important assumptions, they will tend to leave the company.

When viewed from the respondents' answers, these results indicate that the organizational culture that exists at PT. XYZ is in the good category, with the statement from X5 which has the highest average value of 3.97 with the statement "The Company provides an attention to detail policy" is the most answered agree according to the respondent. It can be concluded that the existing organizational culture is **good enough** and is able to reduce the number of employees willing to leave.

Meanwhile, based on the test results, it was found that the path coefficients value was -0.239 which was close to the value of -1, the T-Statistic value was 2.662 ( $> 1.96$ ) and the p-value was 0.008 ( $< 0.05$ ), so it could be concluded that the second hypothesis (**H2**) is accepted that **the employee engagement has a negative and significant effect on turnover intention. The lower of an engagement of existing employees, the more they will encourage employees to leave the job.**

The results of the study are consistent with research conducted by Deborah et al (2017) and Fahdy, Nawangsari, and Handiman (2020) where employee engagement has a negative effect on turnover intention. The results of this study are also in line with Lamidi (2010) in Deborah et al (2017) who stated that employee engagement can reduce the tendency of employees to move to other companies. Employee engagement is a condition in which employees

are excited, passionate, energetic, and committed to their work (Maylett & Warner, 2014). When employees are not passionate, energetic, and committed, the higher their desire to leave.

When viewed from the respondents' answers, these results indicate that the engagement of the existing employee to the company is in the **good category**, with the statement from X22 having the highest average score of **4.63** with the point of the statement "**I find the work that I do full of meaning and purpose**" most answered strongly agree according to respondents. It can be concluded that the employee engagement is high enough and able to reduce the number of employees willing to leave.

Furthermore, based on the test results, it was found that the path coefficients value was 0.499 which was close to the value of +1, the T-Statistic value was 4.466 ( $> 1.96$ ) and the p-value was 0.000 ( $< 0.05$ ), so it could be concluded that the third hypothesis (**H3**) is accepted that **the organizational culture has a positive and significant effect on job satisfaction. The higher the existing organizational culture, the more it will encourage employees to feel satisfy.**

According to Humairoh et al (2017) that the results of this study reinforce the research results of Khan, et. al. (2011), Sabri, et. al. (2011), Emami, et. al. (2012), Taurisa and Ratnawati (2012), Sopyan (2015), Tumbelaka, et al (2016), Wibowo and Putra (2016) which show evidence of a positive and significant relationship between organizational culture and job satisfaction.

When viewed from the respondents' answers, these results indicate that job satisfaction at PT. XYZ is in the **good category**, with the statement from X41 having the highest average score of **3.87** with the point of the statement "Colleagues always provide support at work" the most answered strongly agree according to the respondent. It can be concluded that the existing organizational culture is good enough and can increase employee job satisfaction.

Based on the test results, it was found that the path coefficients value was 0.250 which was close to the +1 value, the T-Statistic value was 2.258 ( $> 1.96$ ) and the p-value was 0.024 ( $< 0.05$ ), so it could be concluded that the fourth hypothesis (**H4**) is accepted and **employee**

**engagement had an effect positive and significant on job satisfaction.** The higher the existing employee engagement, the more it will encourage employees to feel satisfy.

The results of this study are in line with the study conducted by Lamidi (2010, p, 190) in Deborah (2017), which found that employee engagement has a positive effect on job satisfaction. Also supported by Park and Gursoy in Deborah (2017) which states that the three dimensions of employee engagement, namely vigor, dedication and appreciation have a positive effect on job satisfaction. The higher the level of employee engagement with the company and work, the employee will have job satisfaction.

Based on the test results, it was found that the path coefficients value was -0.284 which was close to the value of -1, the T-Statistic value was 2.681 ( $> 1.96$ ) and the p-value was 0.007 ( $< 0.05$ ), so it could be concluded that the fifth hypothesis (**H5**) is **accepted and job satisfaction had negative significant impact to turnover intention.** The lower the existing job satisfaction, the more it will encourage employees to leave the company.

The results of this study are in accordance with the results of previous research conducted by Deborah (2017), with research results from Pristianahadi and Nawangsari (2019), and Pristianahadi and Nawangsari (2019) where job satisfaction has a negative and significant effect on turnover intention.

If seen from the respondents' answers, these results indicate that the turnover intention that is in PT. XYZ is already in the good category, with the statement from X46 having the highest average score of 2.84 with the point of the statement **"I intend to leave this company at the end of this year"** answered quite agreeably according to respondents. It can be concluded that the existing turnover intention can be reduced.

Based on the test results on the indirect effect of organizational culture and turnover intention through the mediating variable job satisfaction, the path coefficients value is -0.142 which is close to -1, the T-Statistic value is 2.132 ( $> 1.96$ ) and the p-value is 0.033 ( $< 0.05$ ) due that analysis it can be concluded that the six hypothesis (**H6**) is **rejected** and it will be concluded **that job satisfaction mediates the relationship partially (partial mediation) between organizational culture and turnover intention,** this is because there are no changes that occur in the effect of direct relationships (direct effects) and indirect relationships (indirect effects) where if previously known organizational culture and turnover intention has a negative and significant effect, this influence is found to be no change if through job satisfaction, Organizational culture and turnover intention have a negative and significant effect.

From these results, it can be concluded that the existence of job satisfaction in the relationship between organizational culture and turnover intention remains influential and is a connecting variable between endogenous and exogenous variables and is able to help suppress

employee interest in leaving work. The lower the organizational culture, the lower the job satisfaction and increase the desire to leave the company.

Based on the test results on the indirect effect of employee engagement and turnover intention through the mediation variable of job satisfaction, it has a p-value of 0.086 ( $< 0.05$ ) by the result it can be concluded that the seventh hypothesis (**H7**) is **rejected** and it is concluded **that job satisfaction does not mediate the relationship (no mediation) between employee engagement and turnover intention.** This is due to changes that occur in the effect of direct relationships (direct effects) and indirect effects, where if previously it was known that employee engagement and turnover intention had a negative and significant effect, this influence was found to have changed if through job satisfaction, employee engagement and turnover intention has no effect.

From these results, it can be concluded that the existence of **job satisfaction on the relationship between employee engagement and turnover intention has no effect and is not a connecting variable between endogenous and exogenous variables.**

## VI. CONCLUSION AND SUGGESTION

Based on the results of hypothesis testing and the discussion stated in the previous chapter, the following conclusions can be drawn: (1) Organizational culture has a negative and significant effect on turnover intention. This proves that the low organizational culture that exists can increase the desire of employees to leave (2) Employee engagement has a negative and significant effect on turnover intention. This proves that low employee engagement is able to increase the desire of employees to leave (3) Organizational culture has a positive and significant effect on job satisfaction. This proves that the high existing organizational culture is able to increase employee job satisfaction. (4) Employee engagement has a positive and significant effect on job satisfaction. This proves that high employee engagement is able to increase employee job satisfaction. (5) Job satisfaction has a negative and significant effect on turnover intention. This proves that low job satisfaction is able to increase employee desires to leave (6) Job satisfaction acts as a mediating variable in the relationship between organizational culture and turnover intention. This proves that the existing job satisfaction mediation role is able to suppress the desire of employees to leave (7) Job satisfaction does not play a role as a mediating variable in the relationship between employee engagement and turnover intention. This proves that there is no mediating role for job satisfaction.

Based on the results of the research conducted, the researcher gave several suggestions because this study still has several limitations from several aspects so that it is necessary to make improvements in further research, among others (1) It is suggested that further research adds another exogenous variables given the variable job satisfaction can be explained by the exogenous variables that organizational



culture and employee engagement by **37%** while turnover intention can be explained by the exogenous variables ie organizational culture, employee engagement and job satisfaction by **41 %**.

(2) Researchers suggest that further research conduct research with the respondents who have different characters to be able to determine the consistency of the results that have been found with previous research (3) Researchers advised to take a case study in a larger company with a large number of respondents also to provide additional insight and knowledge.

Also for the organization or the company the researcher can provide suggestion based on the research findings, that will be as follow: (1) The researcher suggests to the company need to pay more attention to organizational culture factors, especially in the dimension of team orientation considering that this dimension has the lowest mean value (2.85) than other dimensions. Management of PT. XYZ is suggested to be able to increase employee orientation to work with much more project in the team in order to suppress the employee's interest in leaving work (2) The researcher suggests to PT. XYZ also to pay attention to the employee engagement factor, especially in **absorption** considering that this dimension has the lowest mean value (3.96) compared to other dimensions. It is suggested that the organization will be able to increase the level of appreciation of employees in order to reduce the interest of employees to leave work (3) The researcher suggests to the organization should take more attention to the job satisfaction factors, especially in promotions, considering that this dimension has the lowest mean value (2.39) of the other dimensions. It is suggested the company be able to further improve career paths by providing promotion to employees who are key person and have capability in order to retain and reducing the intention of employees' intention to leave their work.

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