

**PENGARUH KETIDAKAMANAN KERJA, LINGKUNGAN KERJA, DAN BUDAYA ORGANISASI TERHADAP NIAT BERHENTI KERJA DI PT. YANMARINDO PERKASA**

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**ABSTRAK**

Tujuan penelitian ini adalah untuk mengetahui pengaruh ketidakamanan kerja, lingkungan kerja, dan budaya organisasi terhadap niat berhenti kerja karyawan di PT. Yanmarindo Perkasa. Sampel yang digunakan dalam penelitian ini adalah 145 karyawan tetap dan jenis analisis data yang digunakan dalam penelitian ini adalah analisis deskriptif dan regresi linier berganda. Hasil penelitian ini sebagian menunjukkan bahwa 1) Variabel ketidakamanan kerja berpengaruh terhadap niat berhenti kerja, artinya tingkat ketidakamanan kerja yang dialami karyawan, baik tinggi maupun rendah, berpengaruh terhadap tingkat niat berhenti kerja. 2) Variabel lingkungan kerja tidak berpengaruh terhadap kinerja karyawan, artinya lingkungan kerja yang nyaman atau tidak nyaman tidak berpengaruh terhadap niat berhenti kerja karyawan. 3) Variabel budaya organisasi tidak berpengaruh terhadap niat berhenti kerja karyawan, artinya budaya organisasi, baik meningkat maupun menurun, tidak berpengaruh terhadap niat berhenti kerja karyawan.

**Kata kunci:** Ketidakamanan Kerja; Lingkungan Kerja; Budaya Organisasi; Niat Berhenti Kerja

**THE INFLUENCE OF JOB INSECURITY, WORKING ENVIRONMENT, AND ORGANIZATIONAL CULTURE ON EMPLOYEE TURNOVER INTENTION AT PT. YANMARINDO PERKASA**

**ABSTRACT**

The purpose of this study was to determine the effect of job insecurity, work environment, and organizational culture on employee turnover intention at PT. Yanmarindo Perkasa. The sample used in this study was 145 permanent employees and the type of data analysis used in this study was descriptive analysis and multiple linear regression. The results of this study partially indicate that 1) Job insecurity variables affect turnover intention, meaning that the level of job insecurity experienced by employees, whether high or low, affects the level of turnover intention. 2) Work environment variables do not affect employee performance, meaning that a comfortable or uncomfortable work environment does not affect employee turnover intention. 3) Organizational culture variables do not affect employee turnover intention, meaning that organizational culture, whether increasing or decreasing, does not affect employee turnover intention.

**Keywords:** job insecurity; work environment; organizational culture; turnover intention

## INTRODUCTION

Human resources are the most important element for the effectiveness and efficiency of a company. The quality of good human resources is determined by how the company manages them in the company. Although there is now modern technology as a tool to assist operationalization, companies still have to pay attention to HR management. Now companies are required to be more competitive in their management so that company goals can be achieved optimally. An effective strategy is needed by managers and organizational leaders in providing motivation to employees so that they can increase their commitment to the organization as well. (Nadhiroh & Budiono, 2022).

Turnover intention is a situation where workers have the intention to resign from a company for various reasons, one of which is to get a better position or job. Turnover intention is one of the negative impacts on the company because it can create instability of the workforce and the work atmosphere becomes uncondusive. With the existence of turnover intention, it will eliminate talent in the organization and also hinder the smoothness and productivity of an organization.

Turnover intention is an important phenomenon that must be monitored periodically because the significant negative impact can be fatal for all parties in a company. The greater the turnover rate, the greater the losses that the company will have to bear. There are several indications of the causes of turnover intention according to Jehanzeb et al., (2013), namely: 1. Thoughts about leaving, 2. The desire to look for other job vacancies, and 3. The desire to leave the organization in the future.

PT. Yanmarindo Perkasa is one of the companies engaged in the automotive sector in the form of diesel engines, engineering products, and spare parts. This company was founded in 1981 in Pekanbaru, Riau and is now headquartered at Jalan Riau No.53 AE Pekanbaru. As one of the competitors in the automotive sector, in the implementation of its employment relations, this company also experiences employee turnover in its activities.

In this study, it is suspected that job insecurity, work environment, and organizational culture have an influence on turnover intention. PT. Yanmarindo Perkasa Pekanbaru and these factors are currently important problems to find solutions for in order to reduce turnover sustainably.

**Table 1. Labor Turnover PT. Yanmarindo Perkasa for the last 5 years**

Year	Number of Employees Beginning of Year	Number of employees		Number of Employees at the End of the Year	Labor Turnover(LTO) (%)
		Enter	Go out		
2017	136	12	17	131	12.73
2018	131	19	23	127	17.82
2019	127	20	23	124	18.32
2020	124	15	15	124	8.06
2021	124	28	11	141	5.65

Source: HRD Data PT. Yanmarindo Perkasa, 2022

We can see that if the annual turnover value increases, it can be concluded that there is an indication of a decrease in work enthusiasm and motivation. This can be influenced by dissatisfaction with the results that employees get while working at the company. At the beginning of 2017, the number of employees was 136 people, 12 employees joined so the total was 148 people and 17 people left so 131 employees with an LTO rate of 12.73%. At the beginning of 2018, the number of employees was 131 people, 19 employees joined so the total was 150 people and 23 people left so 127 employees with an LTO rate of 17.82%. In 2019, the number of employees was 127 people, there were 20 employees joining so the total was 147 people and 23 people left so 124 employees with an LTO rate of 18.32%.

Judging from the percentage of the company's turnover rate above, there was an increase in turnover from 2017 to 2019. We can see that if the turnover value per year continues to increase, it can be concluded that there is an indication of a decrease in work enthusiasm and motivation. This can be influenced by dissatisfaction with the results that employees get while working at the company.

In this study, it is suspected that job insecurity and work environment factors, and organizational culture influence turnover intention. PT. Yanmarindo Perkasa. Job insecurity can be conceptualized as the uncertainty and lack of control over the future continuation of employee employment in the organization. *Job insecurity* depicted with feelings of anxiety, hesitation, and uncertainty about the existence of the next job experienced by employees. Job insecurity will have an impact on low employee engagement and performance. The higher the job insecurity of an organization, the more it will cause feelings of tension, anxiety, worry and stress for employees and therefore this job insecurity will also affect the way employees think in the company to think about wanting to leave (turnover intention) from the company to find a more comfortable place because of the lack of security received from both leaders and co-workers themselves.

Based on research by Al Ghiffari & Safitri (2022), the research method uses descriptive and verification

methods with a quantitative approach. Data collection uses a sample with a total of 42 respondents. The analysis and hypothesis testing used is the multiple linear regression method with a research instrument using a questionnaire. The results of the study indicate that job insecurity has a significant positive effect on turnover intention. In contrast to research conducted by Purwati & Maricy, (2019) which states that job insecurity has a negative effect on turnover intention. So, it is important to know the causes and management of job insecurity.

Besides that, the work environment can also affect turnover intention, with a healthy, neat, clean and comfortable work environment will certainly make employees more enthusiastic in working, not easily sick, easy to concentrate so that work can be completed effectively and efficiently in accordance with company goals. Conversely, unhealthy work environment conditions can cause employees to easily become stressed and not enthusiastic about working.

The results of research conducted by Octavia & Ali, (2022) which states that the work environment has a negative and significant effect on turnover intention. The higher the level of work environment at PT. Graha Megatama Indonesia, the level of turnover intention will actually decrease. In line with research conducted by Marzuqi, (2021) that the work environment has a negative effect on turnover intention. Therefore, the company is expected to reduce feelings of restlessness, anxiety and worry about the threats experienced by employees regarding their future in the company. The company is expected to provide awards or rewards to employees who have good performance and dedication to the progress of the company. The company is expected to maintain and create a comfortable working environment for employees.

Organizational culture plays a major role in shaping employee behavior. As a value system, organizational culture is the values and attitudes that employees have believed in so that they have become the basis for employee behavior and attitudes when working. The attitudes and values that have been formed in the organization will be a guideline for employees to think, act, and behave in accordance with the attitudes and values they believe in. A strong culture leads to higher agreement among individuals, a high level of consistency in behavior, cohesiveness, loyalty, organizational commitment and reduced turnover.

Organizational culture is an important factor for every company. Why is organizational culture important, because it is the habits that occur in the organizational hierarchy that represent the norms of behavior followed by members of the organization. A productive culture is a culture that can make the organization strong and the company's goals can be integrated.

The results of research conducted by Yeun & Han, (2016) and Sari et al., (2021) states that organizational culture has an effect on turnover intention. Research by The Last Supper, (2018) also stated that organizational culture influences turnover intention, which means that the lower the organizational culture, the higher the turnover rate.

In research conducted by Ode et al., (2018) with the establishment of a good organizational culture, employees will be able to work optimally in order to achieve higher performance.

## LITERATURE REVIEW

### Turnover Intention

*Turnover intention* is a process where an employee leaves a position in a company and that position must be replaced by someone else. Faroe (2019).

### Job Insecurity

*Job Insecurity* is the concern for employee safety in continuing their work in the company, this condition will impact or affect the level of job satisfaction, organizational commitment, and trust in the organization. Organizational culture can affect turnover intention because employees will feel bound by existing organizational values and employees will feel happy to do their tasks and obligations as well as possible, thus reducing turnover intention (Dhananjaya & Dewi, 2018).

Thus, the higher the job insecurity, the higher the desire to change jobs. This view is supported by research. Al Ghiffari & Safitri (2022) and Azizaturrahma et al., (2020) which shows that job insecurity has a positive and significant effect on turnover intentions in a company. However, this is different from the research Purwati & Maricy (2019) which states that job insecurity does not have a partial effect on turnover intention.

**H1: Job Insecurity has a positive effect on Turnover Intention of PT. Yanmarindo Perkasa.**

### Work Discipline

Discipline is a form of obedience to the rules, both written and unwritten that have been set. Work discipline is basically always expected to be a characteristic of every human resource in an organization, because with discipline the organization will run well and can achieve its goals well too (Henry Sumimora, 2006:3, in Baiq Setiani, 2013). Based on research (B. Tamarindang, L. Mananeke., 2017) shows that work discipline has a significant effect on employee performance. While research (Aulia Nelizulfa, 2018) shows that work discipline does not affect employee performance at PT. Jamu air macur karaganyar.

**H2: Work environment has a positive effect on employee performance at PT. Yanmarindo Perkasa.**

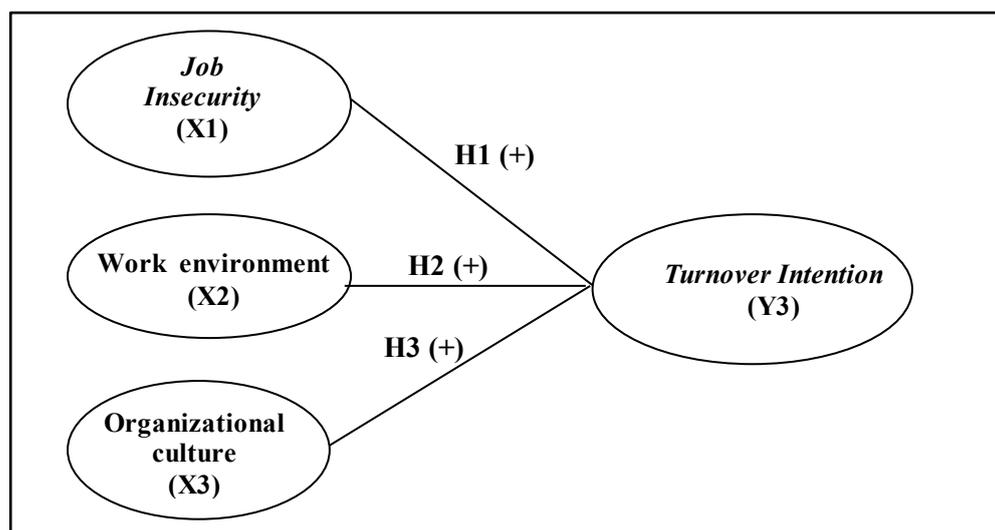
### Organizational culture

Organizational culture is a set of values, principles, traditions, and ways of working that are shared by members of an organization and influence the way they act. Organizational culture is the basis for solving external and internal problems that are implemented consistently by a group that is then passed on to new members as the right way to understand, think and feel about their problems (Robins, 2014). Based on research (Amanda et al., 2017) this study shows a significant positive influence of organizational culture on employee performance at PDAM Tirta Taman Sari, Madiun City, while the results of research (Hidayat et al., 2018). Organizational culture does not affect employee performance at gas stations in Rokan Hilir Regency.

**H3: Organizational culture has a positive influence on employee performance at PT. Yanmarindo Perkasa.**

### Framework

The following describes the framework of thought that is used as the basis for thinking in this research. Based on the existing variables, a conceptual framework model can be created as follows:



Picture1. Framework

### Data collection technique

The method used in this study is the questionnaire method. Data collection in this study was carried out randomly to obtain the intended sample and population, in order to obtain good data, it was selected using the questionnaire method. The questionnaire was made with structured statements/questions and provided answers in the form of a scale with answers that were adjusted to the statements/questions so that it was easier for respondents to answer and avoid bias.

## RESEARCH METHODS

### Research Object

The research was conducted at PT Yanmarindo Perkasa which is engaged in the sales center for spare parts, machines, and heavy equipment. This company is located at Jalan Riau No. 53 AE. The time of this research was carried out from October 2021 to February 2022.

### Population and Sample

The population in this study was 145 employees of PT Yanmarindo Perkasa who had permanent employee status. The sample was taken from 100% of the population of 145 employees of PT. Yanmarindo Perkasa. The sampling method when all members of the population are used as samples is also called the census technique.

### Operational Definition of Research Variables

Operational definition of research variables according to *Singarimbun 1995:46* in The Last Supper (2017) is elements that tell how measure a variable so that with these measurements we can what are the indicators known to support the analysis of these variables.

In this study, 2 variables were used, namely: (1) Independent Variable (X), is a variable that explains or influences other variables. In this study, the independent variables consist of: job insecurity (X1), work environment (X2) and organizational culture (X3). (2) Dependent Variable (Y), which is a variable that is explained or influenced by the independent variable. The dependent variable is also called the presumed effect

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variable. In this study, the dependent variable is turnover intention (Y1).

### Simple Linear Regression Analysis

The statistical analysis used in this study is Simple linear regression analysis (Multiple Regression) with the help of the SPSS (Statistical Product and Service Solutions) program, used to see whether there is a significant relationship between independent variables and dependent variables. In this study, simple linear regression analysis acts as a statistical technique used to test whether or not there is an influence of Job Insecurity, Work Environment, and Organizational Culture on *turnover intention* at PT. Yanmarindo Perkasa. The regression model used is stated in this equation  $Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$ . Where: Y is turnover intention; X1 is job insecurity; X2 is work environment; X3 is Organizational Culture.

### RESULT AND DISCUSSION

This study was conducted on all permanent employees of PT Yanmarindo Perkasa. Data collection was carried out by distributing questionnaires directly to employees working at PT. Yanmarindo Perkasa. The questionnaire was used for analysis with SPSS version 26 with data from 145 respondents.

**Table 1. Respondent Characteristics**

Characteristics	Category	Frequenc y	%
<b>Age</b>	< 18 years	11	7
	18 - 25 years	88	61
	26 - 35 years	25	17
	36 - 45 years	17	12
	> 45 years	4	3
	Total	145	100
<b>Gender</b>	Man	89	61
	Woman	56	39
	Total	145	100
<b>Length of working</b>	< 1 year	28	19
	13 years old	63	43
	4 - 7 years	32	22
	8 - 10 years	14	10
	> 11 years	8	6
	Total	145	100

*Source: Excel Processed Data, 2023*

Based on the data in the respondent characteristics table by age, it shows that respondents aged 18 - 25 years is the most 88 people with a percentage of 61%, then the gender with the most respondents is male as many as 89 people with a percentage of 61%, and the length of work with the most respondents is 13 years old with a percentage of 43%. It can be concluded that PT Yanmarindo Perkasa operates in the automotive sector so that it requires more male workers to work in the field, while the largest age is 18 - 25 years. Age is an important factor that determines a person's agility in carrying out the work that is their responsibility, at PT Yanmarindo Perkasa, employees are also required to have good physical, memory, and work skills. One of the reasons for the large number of new employees at PT Yanmarindo Perkasa, especially fresh graduates and students, is because it is believed that new graduates can learn faster, with a lower risk of stress, and are easy to adapt.

### Data Quality Test

#### Validity Test

Validity tests are used to measure whether a questionnaire is valid or not. Validity testing using Corrected Item-Total Correlation, namely by calculating the correlation between the scores of each item and the total score. Minimum requirements for an instrument item is considered valid if its validity index value is  $\geq 0.3$  Sugiyono, (2012) and if the Product Moment correlation coefficient  $> r$  table.

Based on the data that has been taken, it shows that each statement (indicator) of Job Insecurity, Work Environment, and Organizational Culture in the questionnaire is declared valid because the criteria or requirements of an item are considered valid if the correlation of each factor is positive and its value is greater than  $r$  table. Therefore, it can be concluded that each statement (indicator) is declared valid to be used as a measuring tool for variables.

### Reliability Test

Reliability testing is used to determine consistency **measuring instrument, whether the measuring instrument used is reliable and consistent if the measurement is repeated.** In this study, the reliability testing of the questionnaire was carried out using the Cronbach's Alpha feature in SPSS 26. The reliability of a variable is said to be reliable if it has a Cronbach's Alpha value  $> 0.60$ .

Based on the data, it shows that the results of the reliability test on the existing variables, the variable value is  $> 0.6$ , thus meaning that all variables in this research instrument are reliable or can be relied on.

### Normality Test

The normality test aims to test whether in **regression model of the nuisance or residual variables has a normal distribution". The normality test used in this study is the Kolmogorov Smimow (KS) test, which is to determine the significance of normally distributed data. If sig. (significant) or probability value  $> 0.05$ ; then the data is normally distributed.** However, if sig. (significant) or probability value  $< 0.05$ ; then the data is considered not normally distributed.

**Table 2. Normality Test**

Kolmogorov-Smirnov	Asymp Sig. (2 Tailed)	Normality Test Results (sig $\geq 0,05$ )
1,813	1,466	No Multicollinearity

*Source: SPSS 2023 data processing*

The normality test result table states that the sample data used is normally distributed and meets the requirements for use in multiple linear regression statistical tests. The results of the normality test obtained from the Kolmogorov-Smirnov test can be seen with an asymp sig. value of 0.200 greater than 0.05. It can be concluded that the data analyzed is normally distributed.

### Multicollinearity Test

The multicollinearity test aims to test whether the regression model used in the study has a correlation between independent variables. The basis for making decisions on multicollinearity tests can be seen from the Tolerance limit  $> 0.1$  or VIF  $< 10$ , then there is no multicollinearity.

**Table 3. Multicollinearity Test**

Variables	Tolerance	VIF	Information
Job Insecurity (X1)	0.853	1,173	No Multicollinearity
Work Environment (X2)	0.756	1,323	No Multicollinearity
Organizational Culture (X3)	0.840	1,190	No Multicollinearity

*Source: SPSS 2023 data processing*

Based on the table above, it can be seen that the results of the multicollinearity test in this study show a VIF value  $< 10$  and a tolerance value  $> 0.1$ , so the independent variables used in this study do not show multicollinearity.

### Heteroscedasticity Test

The Heteroscedasticity Test aims to test whether in the regression model; there is an inequality of variance from the residual of one observation to another. With the provision that each variable has a significant value  $> 5\%$ . If each variable has a significant value  $> 5\%$ , then it can be concluded that no Heteroscedasticity problem is found in the regression model.

**Table 4. Heteroscedasticity Test**

Variables	t	Sig.	Information
Job Insecurity(X1)	-1,297	0.197	No Heteroscedasticity
Work Environment (X2)	1,391	0.166	No Heteroscedasticity
Organizational Culture (X3)	1,036	0.302	No Heteroscedasticity

*Source: SPSS 2023 data processing*

### Simple Linear Regression Analysis

To prove how much influence there is, either partially, the equation model  $Y = a + bX_1 + bX_2 + bX_3$ . Then a simple regression analysis is carried out with the help of the SPSS program. the results of the multiple linear regression equation  $Y = a + bX_1 + bX_2 + bX_3$  based on the calculation results obtained the regression equation is  $Y = 29.191 + 0.509(X_1) - 0.283(X_2) - 0.142(X_3)$ . Where the value of  $a = 29.191$  and the value of  $b = 0.509 - 0.283 - 0.142$ . The constant value is 29.191, meaning that if the spiritual leadership style ( $X_1$ ), work discipline ( $X_2$ ) and organizational culture ( $X_3$ ) are 0 (zero) then employee performance is 29.191.

The meaning of the numbers in the regression equation above is: (1). The constant value ( $a$ ) of 29.191 means that job insecurity ( $X_1$ ), Work Environment ( $X_2$ ), and Organizational Culture ( $X_3$ ) are assumed to have a value of (0), then turnover intention ( $Y$ ) is 29.191. (2) The regression coefficient value of 0.509 states that job insecurity ( $X_1$ ) has increased by 1 unit and other variables remain constant, then turnover intention ( $Y$ ) will increase by 0.509. (3) The regression coefficient value of 0.283 states that Work Environment ( $X_2$ ) has increased by 1 unit and other variables remain constant, then turnover intention ( $Y$ ) will increase by 0.283. (4) The regression coefficient value of 0.142 states that Organizational Culture ( $X_3$ ) has increased by 1 unit and other variables remain constant, then turnover intention ( $Y$ ) will increase by 0.142.

**Table 5. Hypothesis Test Results**

Variables	Unstandardized Coefficients	Standardized Coefficient	T/F Count	T/F Table	Hypothesis	Sig.	Results
Constant	29,191						
X1	0.509	0.575	7,985	1,976	+	0,000	Significant
X2	-0.283	-0.394	-5,151	1,976	-	0,000	Significant
X3	-0.142	-0.083	-1,146	1,976	-	0.254	Not Significant
<b>ANOVA</b>			28,298	2,669	0,000		
<b>ADJ R2</b>		0.376					

Source: SPSS 2023 data processing

Based on Table 4 t-test, it can be seen as follows: Job insecurity has an effect on turnover intention with a t-count value (7.985) > t-table (1.976) and a significant value of 0.000 is still below 0.05, so the hypothesis in this study is accepted. The regression coefficient of variable  $X_1$  is 0.509 which has a positive value, meaning that every 1% increase in the quality of variable  $X_1$ , the  $Y$  variable will increase by 0.509. (2) Based on the results of the research that has been conducted, the work environment has an effect on turnover intention with a t-count value (-5.151) > t-table (1.976) and a significant value of 0.000 is still below 0.05, so the hypothesis in this study is accepted. The regression coefficient of variable  $X_2$  is (-0.283) which has a negative value, meaning that every 1% increase in the quality of variable  $X_2$ , the  $Y$  variable will decrease by (-0.283). (3) Based on the results of the research that has been conducted, organizational culture does not affect employee performance with a tcount value (-1.146) > tTable (1.976) and the resulting insignificant value is 0.254 and above 0.05. The regression coefficient of variable  $X_3$  is (-0.142) which has a negative value, meaning that for every 1% increase in the quality of variable  $X_3$ , the  $Y$  variable will decrease by (-0.142).

From table 5, it is known that F count is 28.298 with a significance of 0.000. F Table can be obtained from the F table statistics of 2.669, thus it is known that F count (28.298) > F table (2.669) with Sig. (0.000) < 0.05. This means that simultaneously or at the same time job insecurity, work environment, and organizational culture have an influence on turnover intention.

From table 5 above, it can be seen that the R Square value is 0.376 or 36.3%, explaining that job insecurity, work environment, and organizational culture can influence turnover intention, while the remaining 38.1%, while the remaining 63.7% is explained by other factors outside the research model. The results of the determination coefficient test mean that there are still other independent variables that affect the  $Y$  variable.

### The Influence of Job Insecurity on Turnover Intention

Through the results of descriptive analysis, it shows that job insecurity is a good factor considered by respondents in influencing turnover intention. In addition, the results of regression analysis and partial testing (t-test) on the job insecurity variable also obtained a positive value and a significance of 0.000, meaning that the job insecurity variable has a significant value, meaning that job insecurity has a positive and significant effect on turnover intention at PT. Yanmarindo Pekanbaru.

Based on the results of the study, it shows that job insecurity has a positive and significant effect on

turnover intention. The indicator that contributes most to job insecurity is the importance of work for career growth. The cause of the high can be associated with the characteristics of the respondents. Based on the age of the majority aged 18-25 years, it turns out to have an impact on job insecurity. Young employees tend to maximize their potential and abilities in working so that work becomes important for their career growth. At the age of 18-25 years is considered a young age, with the potential to consider work as an important thing in career development by thinking about work higher to pursue ideals and gain knowledge. Young employees with a bachelor's degree, then work will be very meaningful for one of the job promotion programs. Meanwhile, the length of work of respondents between 0-5 years which is relatively not long and still views the work they do as very meaningful.

Based on previous research by Al Ghiffari & Safitri, (2022), the results are in line with the fact that job insecurity affects turnover intention. Then, Azizaturrahma et al., (2020) shows that job insecurity has a significant positive effect on employee performance. The same as the research results conducted by Ratnasari & Lestari, (2020) which states that *job insecurity* has a significant influence on turnover intention. This is in contrast to research conducted by Purwati & Maricy, (2019) which states that job insecurity has a negative effect on turnover intention. So, it is important to know the causes and management of job insecurity.

### **The Influence of Work Environment on Turnover Intention**

Through the results of descriptive analysis, it shows that the work environment is a factor that is considered good by respondents in influencing turnover intention. In addition, the results of regression analysis and partial testing (t-test) on the work environment variable obtained a negative and significant value of 0.000, meaning that the work environment variable has a significant negative value on turnover intention at PT. Yanmarindo Pekanbaru.

The results of this study indicate that there is an influence between the work environment and turnover intention. So, the hypothesis that states that there is an influence between the work environment and turnover intention can be accepted. This means that the better the work environment in the company, the lower the level of turnover intention. With the proof of the results of this study, how strong the value of the work environment in the company determines how much influence it has on turnover intention at PT. Yanmarindo Pekanbaru.

The lowest value of the descriptive analysis results for the work environment variable in the statement "Superiors provide opportunities for employees to express their opinions and interests." Therefore, the value of the relationship between superiors and employees needs to be improved so that employees provide better performance and remain comfortable working in the company.

The results of this study are in accordance with the results of research conducted by Octavia & Ali, (2022) which states that the work environment has a negative and significant effect on turnover intention. This is also in line with research conducted by Marzuqi, (2021) that the work environment has a negative effect on turnover intention.

### **The Influence of Organizational Culture on Turnover Intention**

Through the results of descriptive analysis, it shows that organizational culture is a factor that is considered good by respondents in increasing turnover intention. And the results of regression analysis and partial testing (t-test) on the organizational culture variable also obtained a significance value of 0.254, meaning that the organizational culture variable has an insignificant value, meaning that spiritual leadership does not affect turnover intention at PT. Yanmarindo Pekanbaru.

With the proven results of the study, how strong the organizational culture value is towards the team does not determine how much influence it has on turnover intention at PT. Yanmarindo Pekanbaru. Employees of PT. Yanmarindo Perkasa always obey the rules and follow the existing SOP when working, and employees always provide creative ideas for the progress of the company. Employees are also always ready to help and work together when a problem occurs so that it can be resolved properly.

The lowest value of the descriptive analysis results for the Organizational Culture variable is the statement "I will leave this company if I get a bigger salary elsewhere" for that reason the value of organizational culture on the company's turnover intention needs to be increased so that employees can provide better performance and remain comfortable working in their company.

The results of the study differ from previous research conducted by Yeun & Han, (2016) and Sari et al., (2021) states that organizational culture has an effect on turnover intention. Research by The Last Supper, (2018) also stated that organizational culture influences turnover intention, which means that the lower the organizational culture, the higher the turnover rate.

In research conducted by Ode et al., (2018) with the establishment of a good organizational culture, employees will be able to work optimally in order to achieve higher performance.

## **CONCLUSIONS**

Based on the research results and discussions and descriptions of the previous chapters, the conclusions that can be drawn from the research conducted include the following: Job insecurity variable has a significant positive

effect on turnover intention. This means that increasing or decreasing job insecurity can significantly affect the turnover intention of PT. Yanmarindo Perkasa employees. The higher the employee's job insecurity, the higher the turnover rate will be. Conversely, if the employee's job insecurity is lower, the turnover rate will also be lower. Work environment variables have a significant negative effect on *turnover intention*. This means that the work environment, both physically and non-physically, whether comfortable or not, greatly influences *turnover intention* employees. The worse the work environment, the higher the turnover rate. Conversely, if the work environment is better, the turnover rate will be lower. The organizational culture variable has a negative but insignificant effect on *turnover intention*. Which means that the level of organizational culture experienced by employees does not significantly affect the level of *turnover intention*. After knowing the influence of job insecurity, work environment, and organizational culture on turnover intention at PT. Yanmarindo Perkasa, the suggestion that the researcher can give is that PT. Yanmarindo Perkasa should always conduct continuous evaluation of what is expected for employees, things that might encourage development or improvement of employee performance and what conditions make employees feel comfortable working both physically and non-physically. The company must also provide a clear status for employees who are still on contract but have good performance to become permanent employees so that other employees will see and be motivated to work harder. Managers also need to pay attention to what kind of financial and non-financial compensation employees should receive so that employees will be motivated and can stay with the company in the long term.

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