

The Impact of Organizational Culture on Turnover Intention and Employee Engagement as Intervening Variable

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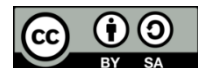
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ABSTRACT

A significant number of employees still intend to change employment. This study seeks to investigate the impact of organizational culture and employee engagement on turnover intention. This research used a mixed-methods approach. Mixed Methods is a research approach that integrates quantitative and qualitative research methodologies. This research employs a sequential explanatory design, first with quantitative methods and subsequently integrating qualitative approaches to compare the average outcomes of both. This study encompasses an accessible population of 1,960 enterprises and a manageable population of 321 employees from the Palm Oil Company Group in Indonesia. The study sample comprised 179 employees. The results are as follows: Organizational culture adversely affects turnover intention. Employee engagement adversely influences turnover intention. Organizational culture exerts a favorable influence on employee engagement. The organizational culture adversely affects turnover intention via employee engagement as a mediating variable.

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1. INTRODUCTION

In the face of intensified economic competition, numerous organizations have acknowledged the significance of human resources (HR) as vital assets. If employees fail to do their duties effectively, the company's objectives will remain unfulfilled. Consequently, in the realm of business and organizations, the necessity for human resource (HR) management has emerged as a primary emphasis. Companies believe that effective HR management is the key to sustainable success and growth.

Organizational performance becomes very important in the midst of increasingly fierce global competition. Therefore, companies must retain employees who work in the company, because at this time for companies, a high turnover rate will have a negative impact because it creates uncertainty about labour conditions and increases human resource costs, ranging from recruitment and retraining costs to employee training costs. Turnover intention refers to an individual's inclination to transition from their current employer to another organization [1].

In relation to the losses arising from *turnover*, from 1973 to 1983 the industrial sector in America suffered losses of US\$ 1 to US\$ 2 billion per year due to employee *turnover*. These costs include advertising costs, *interview* costs, *hiring*, orientation, education and other additional costs

(Bloomquist and Kleiner in Siregar, 2019). Likewise, in Palm Oil Company group, high *turnover* causes employee recruitment activities to increase every year. The following data on the number of employee recruitments for the period 2018-2022 can be seen in table 1 below:

Table 1. Employee Recruitment of Palm Oil Company Group for the Period of 2018 – 2022

Recruitment Status	Year			
	2018	2019	2020	2021
Experience staff	82	115	150	156
Trainee staff	131	27	134	102
Total	213	152	284	258

Source: HC PALM OIL COMPANY Group, 2022.

Based on the table above, it can be seen that there is an increase in the number of *recruitments*, for the *experience level* in each year. In 2018 for the *experience level*, there were 82 that needed to be recruited, increasing to 115 and 150 in 2019 and 2020. It will continue to increase in 2022 to 161. The *experience level* is the level for assistant, assistant head, head, manager and regional *controller* positions. This level is a managerial resource that is needed in palm oil companies. Based on this data, the company will spend extra money and effort to meet its

HR needs. High *turnover* also results in an ineffective organization because the company loses experienced employees and needs to retrain new employees.

Turnover can be fatal for the company because it experiences a shortage of experts in the labor market and causes high education costs for new employees [2]. The following is data on the percentage of employee *turnover* in the Kota Waringin Timur district, which can be seen in table 2 below:

Table 2. Percentage of Employee Turnover in 5 Oil Palm Plantation Companies in East Kotawaringin Regency, Central Kalimantan Province Period 2016-2021

Year Period	Number of Employees End of Period	Number of Employees Leaving	Turnover Percentage
2016/2017	373	33	8,9 %
2018/2019	400	36	9 %
2020/2021	417	45	10,8 %
Average / Period	397	38	9,6 %

Source: HC Palm Oil Company Group, 2022.

The data in the table above provides information that in the 2016/2017 period the total number of employees in 5 oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province, which was the initial sample at the end of the year, totaled 373 employees and 33 employees left. When viewed in 2016/2017 it was 8.9%, in 2018/2019 it was 9%, in 2020/2021 it was 10.8% and the average of all was 9.6%. According to the LTO (Labor

turnover) standard, it is said that 10% is the ideal limit, but each company is different [3].

Anticipating the increasing turnover, according to [4], A high level of employee turnover can often be predicted by the extent of employees' intention to leave their organization or company. High turnover intention becomes a concern for companies as it disrupts operations, lowers the morale of remaining employees, and increases costs related to recruitment, interviews, testing, reference checks, administrative processing,

onboarding, training, and lost opportunities while new employees acquire necessary skills. In this case, a pre-survey was conducted among employees, and the results indicated a desire to leave their current jobs due to various contributing factors. The turnover intention among employees of oil palm plantation firms in East Kotawaringin Regency, Central Kalimantan remains significantly elevated, exceeding the target proportion of below 10%. The primary source of turnover intention is the need to escape boredom, followed by the aspiration to fulfill higher life demands.

[5] asserts that turnover intention is influenced by various elements, including motivation and corporate culture. [6] discovered that organizational culture, salary, and training and development have a substantial negative association with turnover intention. The organization's nature, its work environment, and internal processes are the primary determinants of employee retention or turnover [7]. The company's success, growth, and progress are significantly impacted by its organizational culture, which is crucial in assessing turnover intention levels. [8] thinks that comprehending organizational culture is crucial for managers, as the prevailing culture significantly influences employee behavior. Research by [9] indicates that company culture adversely impacts employee turnover.

Employees that are engaged exhibit a greater commitment to their organization and demonstrate a reduced propensity to depart [10]. Engaged employees demonstrate behaviors that enhance job success, including commitment, engagement, enthusiasm, initiative, integrity, advocacy, and inventiveness. Employee engagement is heightened by positive interactions with managers and colleagues. Elements like as respect, competent leadership, purposeful work, acknowledgment, and a sense of being appreciated and supported contribute to sustaining employee engagement. [11] also indicated that employee engagement adversely affects turnover intention.

Based on the above background, this study takes the title: "The Impact of Organizational Culture on Turnover Intention and Employee Engagement as an Intervening".

2. LITERATURE REVIEW

2.1 *Theory of Organizational Behavior*

According to [12], the way people act and react to different types of organizations falls under the category of organizational behavior. Organizational behavior is an interdisciplinary domain that investigates methods to improve the attitudes and behaviors of individuals and groups within an organization to effectively attain organizational objectives. According to [13], the study of organizational behavior explores how individuals, groups, and organizational structures influence behavior within an organization. The aim of this study is to apply scientific principles to improve business efficiency.

2.2 *Fairness Theory*

According to [14] it is assumed that people will be motivated if they have a feeling of fairness and equity in the work "input" rather than the ratio of output/outcome results they receive. It can be said that unfairness does not only occur when a person benefits less, but also when he benefits more. An important issue of justice theory is the emphasis on the individual's perception of what exists even though it may not be real [15].

2.3 *Turnover Intention*

[16] support this view by defining turnover intention as the likelihood of an employee leaving their job. The indicators used to measure turnover intention include thoughts about quitting, the desire to search for alternative employment, and the intention to leave the job. Similarly, [17] describe turnover intention as an individual's intention to resign from their position. The indicators used include thinking about quitting a job, the desire

to look for alternative jobs, and the desire to leave a job.

2.4 Organizational Culture

A comparable elucidation is presented by [13]. Organizational culture is characterized as a system of collective meanings among members that distinguishes the organization from others. [18] define organizational culture as a collective system of values and meanings among members that distinguishes one organization from another. The markers of organizational culture include artifacts, values, and fundamental underlying assumptions.

2.5 Employee Engagement

A similar explanation is also provided by [10] positive state of emotional activation from employees. The indicators used in measuring employee engagement include: *Vigor*, *Dedication*, and *Job absorption*. *Vigor* is a high level of energy. *Dedication* is

strength while working. *Job absorption* is a sense of pleasure and full concentration while working. [19] also supports this opinion. A positive and satisfying mental state about one's job is called employee engagement.

2.6 Framework

This reaserch based on organizational behavior theory, which underpins this study, focuses on how individuals behave and respond in various kinds of organizations. In accordance with this hypothesis, a company's goal to have employees leave is significantly influenced by elements including organization culture, and employee engagement as an intervening variable. This study seeks to elucidate the pathways by which organizational culture and employee management influence employees' desire to depart from a company by incorporating these elements into a cohesive framework.

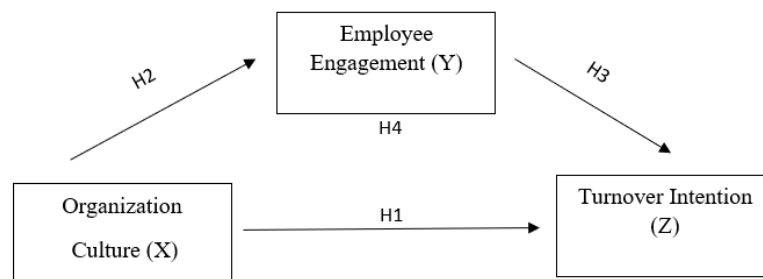


Figure 1. Conceptual Framework Model

Source: Processed Data, 2024

Based on the conceptual framework, the following hypotheses are proposed:

- H1: Organizational culture has a negative and significant effect on turnover intention.
- H2: Organizational culture positively and significantly impacts employee engagement.
- H3: Employee engagement has a negative and significant effect on turnover intention.
- H4: Organizational culture negatively and significantly affects turnover intention, with employee engagement acting as an intervening variable.

3. METHODOLOGY

This research used mixed methods, which integrate quantitative and qualitative research, generally referred to as mixed methods. [20] characterizes a combination method as one that integrates quantitative and qualitative approaches. Consequently, to undertake this research, it is essential to comprehend the characteristics of each method. Consequently, this study paradigm employs a sequential explanatory framework. Data will be collected using survey questionnaires, which will be distributed through two methods: From a questioner and interview. Which will be

performed using Stata 17. This research was conducted using two company populations, specifically targeting all employees of oil palm plantation enterprises in the East Kotawaringin Regency of Central Kalimantan Province. Employees of the PALM OIL COMPANY Group, which comprises a total workforce of 1,960, including 321 individuals at the assistant level among the affordable population. The sample for this study comprised 179 people, as calculated using the Slovin formula. A path analysis diagram was generated based on the theoretically developed causal model, and the coefficient values for each path were computed. This method facilitates the assessment of organizational culture, employee engagement, and turnover intention.

4. RESULTS AND DISCUSSION

4.1 Instrument Test

a. Validity test

Validity is an assessment of the accuracy of the data gathered by researchers in relation to the real characteristics of the thing studied. This research used a questionnaire as a measurement instrument. A measurement gadget that accurately measures objects is deemed valid. Pearson's product-moment correlation coefficient is utilized to assess the validity among respondents following data collection and completion. The criteria employed for the item validity test are $r_{count} > r_{tabel}$ with $\alpha = 0.05$. If r_{count} exceeds $r_{tabel} = 0.361$, the instrument item is deemed legitimate; conversely, if r_{count} is less than or equal to r_{tabel} , the instrument item is regarded as invalid and subsequently deleted or not utilized. The validity test findings for Turnover Intention

yielded 42 statement items, of which only 34 were deemed valid; the remainder were omitted from this study. Based on the results of the r_{count} , which is less than r_{tabel} , eight invalid statement items will be deleted from the Turnover Intention variable. The validity test results on organizational culture yielded 45 statement items, of which only 37 are deemed legitimate; the remaining items are removed from this study. Based on the results of r_{count} , which is less than r_{tabel} , eight invalid statement items will be deleted from the organizational culture variable. In the employee engagement validity assessment, 45 statement items were generated, of which only 37 were deemed valid; the remaining items were eliminated from this study. Based on the results of r_{count} , which is less than r_{tabel} , eight invalid statement items will be deleted from the organizational culture variable.

b. Reliability Test

A *reliable* instrument is an instrument that when used several times to measure the same object will produce the same data. If the Cronbach alpha value is 0.70 or more, the item is considered to have a fairly high level of reliability. Conversely, if the Cronbach alpha value is below 0.70, the item is considered less reliable [21]. Under the condition that the validity of the indicators in the model is good, a Cronbach alpha value of 0.60 to 0.70 is still acceptable [22]. Based on the immovable quality test utilizing Cronbach's Alpha, the results of the instrument unflinching quality test were gotten as follows:

Table 3. Reliability Test Results

Variable	Reliability Value	Standard	Information
Organizational Culture (X1)	0,9484	0,6	Reliable
Employee engagement (Y)	0,9123		Reliable

Variable	Reliability Value	Standard	Information
Turnover Intention (Z)	0,9260		Reliable

Source: Processed Data, 2024

Each variable's Cronbach's Alpha coefficient value is above the study's critical value of 0.6, indicating the validity of each variable used in the analysis, according to the results of the unwavering quality calculations.

4.2 Traditional assumption test

a. Quantitative Analysis of Descriptive and Inferential Statistics

The analysis begins by analyzing using descriptive statistics, namely by describing the data of each variable in a single way. According to [20], the descriptive statistical analysis technique is a method for analyzing data by summarizing the collected information without making general conclusions or generalizations. This study employs parametric inferential statistics, which are used to test population parameters using statistical methods or to estimate population sizes based on sample data. Population parameters include the mean (denoted as μ), standard deviation, and variance. Meanwhile, the corresponding statistics are represented as the average (\bar{X}), standard deviation (s), and variance (S^2).

Research results. The process starts with the results of the descriptive statistical analysis, which display the data for each variable.

Following this, the results of the requirements test evaluate the validity of employing parametric statistics for hypothesis testing and inferential conclusions. To obtain data, the variables of turnover intention, organizational culture, knowledge management, and employee engagement were measured. Respondents' responses to the instruments of each of these variables were used to collect data. Data were collected from 179 samples of employees at the assistant level in oil palm plantation companies in East Kotawaringin district, Central Kalimantan Province.

b. Test of normalcy

The normality test was conducted to determine whether the distribution of the sample was normal. For a sample of $n = 179$ employees of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province, the normality test was carried out using the Chi-Quadrat method at the level $(\alpha) = 0.05$. In this study using the STATA Version 17 application to perform this normality analysis to facilitate testing. According to [23], employee engagement in the normality test is a hypothesis test with a significance level of $\alpha 0.05$:

Table 4. Results of the Normalcy Test

Variables	Obs	Pr (Skewness)	Pr (Kurtosis)	Adj chi2(2)	Prob>chi2
Turnover Intention	179	0,0662	0,1411	5,47	0,0648
Organizational Culture	179	0,0333	0,4737	5,07	0,0794
Employee Engagement	179	0,2403	0,0274	6,04	0,0489

Source: Processed Data, 2024

In Table 4, the results of the *Chi-Square* normality test are as follows:

- a. For the turnover intention variable, the calculated value of χ^2 counted is 5.47. According to the χ^2 table for $\alpha=0.05$ and $df=$, the critical value is 14.10. Since the calculated value is less than the critical value ($5.47 < 14.10$), the null hypothesis (H_0) is accepted, indicating that the data for the turnover intention variable is normally distributed.
- b. In the case of the organizational culture variable, the calculated value of χ^2 is 5.07. Again, referring to the χ^2 table for $\alpha=0.05$ and $df=7$, the critical value remains 14.10. Since the calculated value χ^2 is less than the critical value ($5.07 < 14.10$), the null hypothesis (H_0) is accepted, concluding that the data for the organizational culture

variable is also normally distributed.

- c. In the employee engagement variable, the value of $x^2_{counted} = 6.04$ while from the table x^2_{table} for $\alpha = 0.05$ and $dk = 7$, the value of $x^2_{table} = 14.10$ is obtained. Because the value of $x^2_{count} < x^2_{table}$, namely $6.04 < 14.10$, then H_0 is accepted and it is concluded that the data or sample of the employee engagement variable is normally distributed.

c. Homogeneity Test

The homogeneity test is conducted to achieve a more accurate model estimation, ensuring that the observations are consistent with one another. This test assesses the homogeneity of population data in the sample [24].

The results of the homogeneity test of organizational culture variables with turnover intention can be seen in Table 5 below:

Table 5. Test Results of Variable X with Z

	F	Df	df	Pr > F
W0	1,41320739	78	100	0,05904579

Source: Processed Data, 2024.

Based on Table 5, it can be seen that the value of $F_{count} = 1.413$ and F_{table} at a significant level of 0.05 obtained $F_{table} = 1.417$. It turns out that $F_{hitung} = 1.413 < F_{tabel} = 1.417$ Therefore, the null hypothesis (H_0) is accepted, concluding that the two groups of data on organizational

culture and turnover intention have the same variance, indicating they are homogeneous.

The results of the homogeneity test of employee engagement variables with turnover intention can be seen in table 6 below:

Table 6. Test Results of Variable Y with Z

	F	df	df	Pr > F
W0	1,4109942	78	100	0,0613352

Source: Processed Data, 2024.

Based on Table 6, it can be seen that the value of $F_{count} = 1.411$

and F_{table} at a significant level of 0.05 obtained $F_{table} = 1.417$. It turns

out that $F_{hitung} = 1.411 < F_{tabel} = 1.417$ Thus, the null hypothesis (H_0) is accepted, concluding that the two groups of data on employee engagement and turnover intention have the same variance, indicating they are homogeneous.

The results of the homogeneity test of organizational culture variables with employee engagement can be seen in Table 7 below:

Table 7. Test Results of Variable X with Y

	F	df 1	df 2	Pr > F
W50	1,14216068	61	117	0,06121254

Source: Processed Data, 2024.

According to Table 7, F_{count} is 1.142, whereas F_{table} at a significance threshold of 0.05 is 1.429. Since $F_{hitung} = 1.142$ is less than $F_{tabel} = 1.429$, the null hypothesis (H_0) is accepted, indicating that the two groups of data regarding corporate culture and employee engagement possess the same variance or are homogeneous.

d. Linearity Test

Regression linearity testing is carried out to test the regression equation model of variable Y on variable X. The linearity test also fulfills the requirements for conducting inferential analysis of the association test. The linearity test was conducted to test the hypothesis:

1. Linearity Test of Variable X against Variable Z

The hypothesis for the linearity of the regression of variable X on Z is as follows:

H_0 : Regression is linear or $Z = a + bX_1$

H_1 : Regression is not linearly patterned or $Z \neq a + bX_1$

The results of the linearity test of the organizational culture variable on the turnover intention can be seen in the table below:

Table 8. Results of Linearity Test of Variable X against Z

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Organizational Culture	Between Groups	(Combined)	69705.875	57	1222.910	1.856	.002
		Linearity	22239.352	1	22239.352	33.760	.000
		Deviation from Linearity	47466.523	56	847.616	1.287	.126
	Within Groups		79708.404	121	658.747		
	Total		149414.279	178			

Source: Processed Data, 2024

Based on Table 8, it shows that the value of $F_{hitung} = 1.287$ and F_{table} at a significant level $\alpha = 0.05$ obtained $F_{tabel} = 3.892$. Because

$F_{hitung} = 1.287 < F_{tabel} = 3.892$, H_0 is accepted, and it is concluded that the regression model of the organizational culture variable (X_1) with the

turnover intention (Z) has a linear pattern. These results

can be seen in the following diagram:

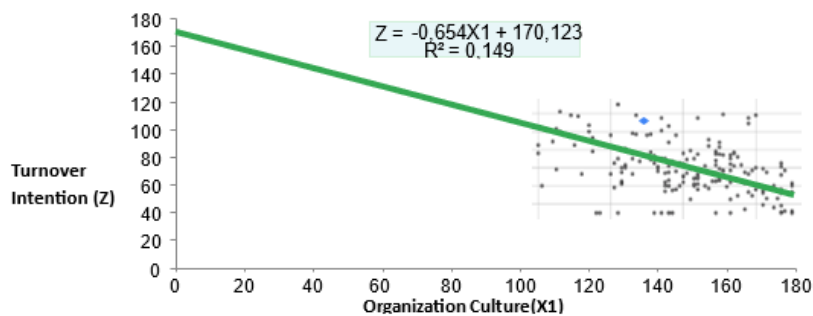


Figure 2. Graph Diagram of Linearity Test Results of Variable X1 on Z
Source: Processed Data, 2024

2. Linearity Test of Variable Y against Variable Z

The hypothesis for the linearity of the regression of variable Y on Z is as follows.

Ho: Regression is linear or $Z = a + bY$

H1 : Regression is not linear or $Z \neq a + bY$

The results of the linearity test of the employee engagement variable on the turnover intention can be seen in Table 9 below:

Table 9. Results of Linearity Test of Variable Y against Z

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Employee Engagement	Between Groups	(Combined)	75820.406	61	1242.957	1.976	.001
		Linearity	36692.462	1	36692.462	58.334	.000
		Deviation from Linearity	39127.944	60	652.132	1.037	.427
	Within Groups		73593.874	117	629.007		
	Total		149414.279	178			

Source: Processed Data, 2024

Based on Table 9, it shows that the value of $F_{hit} = 1.037$ and F_{table} at a significant level $\alpha = 0.05$ obtained $F_{tab} = 3.892$. Because $F_{hit} = 1.037 < F_{tab} = 3.892$, Ho is accepted, and it is concluded

that the regression model of employee engagement variables (Y) with turnover intention (Z) is linear. These results can be seen in the following diagram:

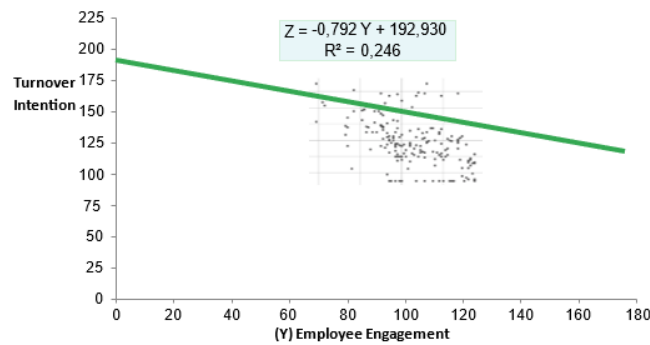


Figure 3. Graphic Diagram of Linearity Test Results of Variable X1 to Z
 Source: Processed Data, 2024

e. Path Analysis

Following the collection and analysis of data from employees of oil palm plantation enterprises in East Kotawaringin Regency, Central Kalimantan Province, and the execution of requisite tests, the path method is utilized to examine the causality model. A path analysis diagram is generated based on the theoretically developed causal model, and the coefficient values for each path are computed.

The association model among variables in the substructure

comprises one endogenous variable, intention to transfer (Z), two exogenous factors, corporate culture (X) and employee engagement (Y), and one residual variable, ϵ_z . According to this relationship, the path model in substructure-1 is represented as: $Z = \beta_{XZ}X + \beta_{YZ}Y + \epsilon_z$.

The outcomes of the route coefficient computation for substructure-1 are presented in Table 10 below:

Table 10. Path Coefficient Value on Substructure

Moving Intention	Unstandardized Coefficient	Std. errs.	t	P > t	Standardize Coefficient Beta
Organizational Culture (X1)	-0.2933	0.1275	-2.30	0.023	-0.1731
Employee engagement (Y)	-0.2272	0.1257	-4.55	0.000	-0.3579
_Cons	232.9142	19.8655	11.72	0.000	.

Source: Processed Data, 2024

Table 11. Model Summary and Coefficient of Determination

Model 1	R-squared	Adj R-squared	Number of obs
	0,2843	0,2720	179

Source: Processed Data, 2024

In Table 10, it can be seen that the *Adjusted R-squared output* value is 0.2720. This means that 27.20% (27%) of the variable turnover intention (Z) can be explained by the variables of organizational culture (X) and employee engagement (Y), so that the remaining 72.80% (73%) or $\epsilon_z = 0.7280$ is influenced by other

variables which are factors that are not in this study.

f. Hypothesis Testing

Upon completion of the structural model analysis, the resultant calculations are employed to evaluate the statistical hypothesis, so ascertaining the direct and indirect effects among the examined

variables. The proposed hypothesis is determined by calculating the path coefficient value and the significance probability for each path. The outcomes of the decision for all proposed hypotheses can be elucidated as follows.

The initial statistical hypothesis testing was conducted to evaluate the impact of organizational culture (X) on turnover intention (Z), specifically the direct influence of organizational culture on turnover intention as articulated in the following hypothesis:

Table 12. Hypothesis 1 Results

H ₀	There is no negative direct effect of organizational culture on turnover intention.
H ₁	There is a negative direct effect of organizational culture on turnover intention.

Source: Processed Data, 2024

The calculation yields a path coefficient of $\beta_{X1Z} = -0.1731$, a t-count of -2.30, and a t-table value of 1.981 at a significance level of $\alpha = 0.05$. If the value of t exceeds t tab, then the null hypothesis (H₀) is rejected and the alternative hypothesis (H₁) is accepted. Consequently, it may be inferred that organizational culture (X) adversely impacts turnover intention (Z),

suggesting that enhancing organizational culture is anticipated to diminish employees' turnover intention.

The second statistical hypothesis examines the impact of employee engagement (Y) on turnover intention (Z), specifically the direct influence of employee engagement on turnover intention as articulated in the following hypothesis:

Table 13. Hypothesis 2 Results

H ₀	There is no negative direct effect of employee engagement on turnover intention.
H ₃	There is a negative direct effect of employee engagement on turnover intention.

Source: Processed Data, 2024

The calculation results yield a route coefficient value of $\beta_{FZ} = -0.3579$, a t-count value of -4.55, and a t-table value at the significance level $\alpha = 0.05$ of 1.981. If the t count exceeds the t table value, then the null hypothesis (H₀) is rejected and the alternative hypothesis (H₂) is accepted. Consequently, it may be inferred that employee engagement (Y) adversely impacts turnover intention (Z), suggesting that

enhancing employee engagement is anticipated to diminish turnover intention.

The third statistical hypothesis examines the impact of organizational culture (X) on employee engagement (Y), specifically the direct influence of organizational culture on employee engagement as articulated in the following hypothesis:

Table 14. Hypothesis 3 Results

H ₀	There is no positive direct effect of organizational culture on employee engagement.
H ₃	There is a positive direct effect of organizational culture on employee engagement.

Source: Processed Data, 2024

The calculation results yield a route coefficient value of $\beta_{X1F} =$

0.4850, with a t-count value of 7.79, while the t-table at a significance

level of $\alpha = 0.05$ is 1.981. If t_{count} exceeds t_{table} , then H_0 is refused and H_3 is accepted. Organizational culture (X) positively influences employee engagement (Y), suggesting that enhancing organizational culture is likely to elevate employee engagement.

The sixth statistical hypothesis examines the influence of

organizational culture (X1) on turnover intention (Z) via employee engagement (Y), specifically the indirect effect of organizational culture on turnover intention mediated by employee engagement, articulated in the following hypothesis:

Table 15. Hypothesis 4 Results

H0	There is no negative indirect effect of organizational culture on turnover intention through employee engagement as an intervening variable.
H4	There is a negative indirect effect of organizational culture on turnover intention through employee engagement.

Source: Processed Data, 2024

From the calculation results obtained the *indirect effect* value $\beta_{X1Z.F} = -0.174$ then the value of $Z_{hitung} = -2.66$ and Z_{tabel} at the significance level $\alpha = 0.05$ is -1.65. The value of $Z_{count} > Z_{tabel}$ and the probability value of $0.00003147 < 0.05$, so **H₀ is rejected H₄ accepted**. Thus it can be interpreted that organizational culture (X) has an indirect negative effect on turnover intention (Z) through employee engagement (Y), so that strengthening organizational culture and employee engagement is predicted to reduce the turnover intention, and employee engagement (Y) is able to mediate organizational culture (X) on turnover intention (Z).

4.3 Discussion

The initial hypothesis (H1) asserts that corporate culture has a negative direct impact on turnover intention. The results demonstrate that t_{hitung} exceeds t_{tab} , resulting in the rejection of H_0 and the acceptance of H1. The path coefficient indicates that the impact of organizational culture on turnover intention is -0.1731. Consequently, it is established that organizational culture adversely and significantly influences employee turnover intention, indicating that enhancing organizational culture (X)

will reduce employee turnover intention (Z) by -0.1731.

The results of the qualitative analysis indicate that there are alignments and similarities in the direction of each indicator concerning the quantitative analysis of organizational culture's impact on employee turnover intention. The results align with the studies of [5], [6], [25], [26], all of which indicate a substantial detrimental impact of organizational culture on turnover intention. This indicates that when the values of company culture among employees intensify, their inclination to leave diminishes. Consequently, it is clear that corporate culture has a substantial adverse impact on employee turnover intention. Mitigating weak markers of organizational culture might significantly diminish turnover intentions among employees in oil palm plantation enterprises in East Kotawaringin Regency, Central Kalimantan Province.

The second hypothesis (H2) posits that company culture exerts a favorable direct influence on employee engagement. According to the computation results, t_{count} exceeds t_{table} , leading to the rejection of H_0 and the acceptance of H2. Enhancing organizational culture (X) will increase

employee engagement (Y) by 0.4850. The qualitative analysis results indicate alignment and unidirectional similarities among each indication about the quantitative study results on organizational culture indicators related to employee engagement. The study's findings align with [27], indicating that company culture significantly enhances employee engagement. Bara and Rahman determined that the tcount value for organizational culture indicates the rejection of H_0 and the acceptance of H_a . Similarly, [28] reported an R-squared value of 137, with the regression coefficient for the organizational culture variable being 0.266. If $p < 0.05$ is obtained, then H_1 is acceptable. The aforementioned description demonstrates a substantial positive impact of business culture on employee engagement. Enhancing deficient organizational culture indicators might elevate staff engagement in oil palm plantation enterprises inside East Kotawaringin Regency, Central Kalimantan Province.

The third hypothesis (H_3) asserts that employee engagement has a negative direct impact on turnover intention. Given that the calculated t value exceeds the critical t value, the null hypothesis (H_0) is rejected, and H_3 is accepted. This signifies that improving employee engagement (Y) will decrease turnover intention (Z) by -0.3579. Furthermore, the qualitative study demonstrates congruence and consistent parallels across each indication in relation to the quantitative assessment of turnover intention. The findings align with the studies by [11], [29]–[31], all of which demonstrate a substantial negative impact of employee engagement on turnover intention. Consequently, when employee engagement intensifies, the inclination to leave diminishes. This indicates a substantial adverse impact of employee engagement on turnover intention. Enhancing deficient markers of employee engagement might

significantly diminish turnover intention among employees of oil palm plantation firms in East Kotawaringin Regency, Central Kalimantan Province.

The fourth hypothesis (H_4) asserts that corporate culture negatively influences turnover intention indirectly via employee engagement, with a coefficient of $\beta_{X1Z.F} = -0.174$. The direct impact of organizational culture on employee turnover intention is $\beta = -0.173$, whereas the indirect impact is $\beta = -0.174$. This signifies that the indirect influence surpasses the direct effect. Thus, employee engagement is not currently serving effectively as a mediator for the impact of company culture on employee turnover intention.

The qualitative analysis reveals alignment and consistent similarities among each indicator about the quantitative assessment of the influence of company culture on employee turnover intention via employee engagement. The findings align with the studies conducted by [5], [6], [9], [25], indicating that corporate culture significantly negatively influences employee turnover intention. Likewise, research conducted by [11], [29]–[31] demonstrates a substantial negative impact of employee engagement on turnover intention.

The data indicate a strong negative indirect influence of organizational culture on turnover intention mediated by employee engagement. Consequently, the employee engagement variable functions efficiently as a mediating variable. Fortifying organizational culture and augmenting employee involvement may mitigate turnover intentions among personnel in oil palm plantation enterprises in East Kotawaringin Regency, Central Kalimantan Province.

5. CONCLUSIONS

The results of this study are expected to have a positive impact on companies in

seeing what aspects can cause turnover intention. Usually companies with poor human resource management will also have a bad impact on the company. Therefore, the company must realize if the employee turnover rate is very high within the company and find out the problem and its mitigation.

The analysts acknowledge the existing inadequacies in this investigation, as

well as the challenges posed by limits in data collecting. The proposal for future research is to strengthen the investigation of information about the factors that cause turnover in a company. Numerous aspects remain to be examined beyond the characteristics identified in this study. Additional determinants include remuneration, leadership, organizational dedication, and job-related stress.

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