The Role of Organizational Culture, Knowledge Management, and Employee Engagement on Turnover Intention

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Article Info	ABSTRACT
	Indonesia is the world's largest palm oil producer and exporter in international trade. Although working in this field is quite promising, there are still many employees who have the intention to change jobs. This study aims to look at the influence of organizational culture, knowledge management, and employee engagement on the intention to move. This type of research uses mixed methods. Mixed Methods is a research method that combines quantitative research and qualitative research. In this research method using a sequential explanatory combination, starting with using quantitative methods and then expanding with qualitative and comparing the average results of both. In this study using a linearity test which is used to determine the regression model of the independent variable on the dependent. The population contained in this study is an affordable population of 1960 companies and an affordable population of 321 employees from Palm Oil Company Group. The sample in this study was 179 employees. The results of this study are 1) Organizational culture has a negative effect on turnover intentions, 2) knowledge management has a negative effect on switching intentions, 3) employee engagement has a negative effect on switching intentions.

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1. INTRODUCTION

Currently, all industrial sectors are closely related to the era of globalization. Many things are affected by the era of globalization, including trade. Globalization in international trade includes many things, such as combining countries around the world into a force. an integrated market that is not limited by national territory. More and more export-import transactions are showing the globalization of trade. various countries. This is due to the fact that not all countries can fulfill according to the needs of their own country. One form of export-import transaction is the country of Indonesia which exports unprocessed palm oil.

Indonesia, alongside Malaysia, is the preeminent producer and exporter of palm oil globally, being the most significant plantation commodity contributing to foreign exchange, surpassing even the oil and gas sector [1]. According to data released by the Indonesian Association of Palm Oil Producers (GAPKI), Indonesia has

an area of 16.4 million hectares and the production of *Crude* Palm Oil (CPO) and Palm Kernel Oil (PKO) is close to 50 million

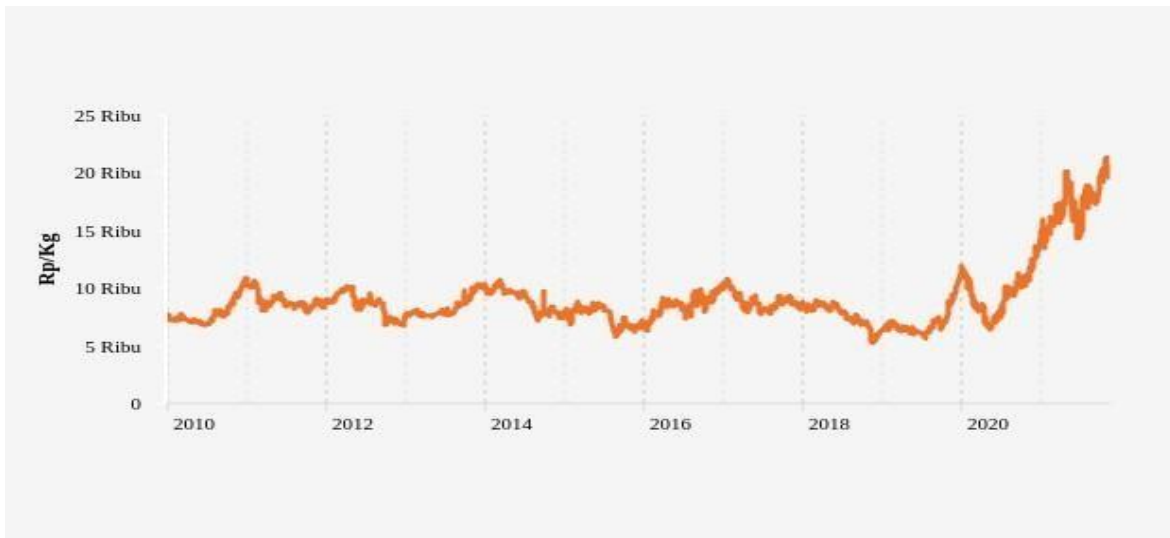tons, with total exports close to 35 million tons, or in other words 70% of total production.

Figure 1. Exports of Palm Oil

In 2021, exports of palm oil and its derivatives were US$35 billion. Over the past two decades, the export value of Indonesian palm oil products has experienced a substantial rise. Palm oil supports the employment of 16.3 million individuals, comprising 4 million direct employees and 12.3 million indirect employees [2]. Sumatra Island and Kalimantan Island are the largest CPO producing areas in Indonesia. Kalimantan Island has a total plantation area of 5,588,075 hectares. This oil palm plantation land is the largest oil palm plantation land in Indonesia, located in the East Kotawaringin district which is located in remote Central Kalimantan because it has a very large land area and is specifically for oil palm plantations.

With a location that is inland and difficult to reach, the characteristics of oil palm plantation companies in remote areas make the existing workforce vulnerable to looking for new jobs that are more comfortable or close to family. Many newly graduated graduates are reluctant to work in remote areas, making it difficult for companies to find qualified workers. Oil palm plantation employees must learn to live with the culture of the plantation company. If employees do not adjust to the culture,

then employees will likely face problems that cause employees to resign, thus causing *turnover* to be high.

Elevated turnover rates may adversely affect the organization by generating uncertainty regarding labor conditions and escalating human resource expenditures, including training investments in personnel and costs associated with recruitment and retraining. From the data obtained from the human capital section of PALM OIL COMPANY Group, it is explained that information in the 2016/2017 period, the total number of employees in 5 oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province, which became the initial sample at the end of the year amounted to 373 employees and 33 employees who left. When viewed from the *turnover* percentage rate of 8.9%. In the 2018/2019 period, the number of employees at the end of the year was 400 employees and the number of employees who left was 36 employees, with the *turnover* percentage rate being 9%. In the 2020/2021 period, the number of employees at the end of the year was 417 employees and the number of employees who left was 45 employees, with a *turnover* percentage rate of 10.8%. The data shows that the *turnover* rate

for the last 3 periods is 9.6% with an increasing trend in each period.

Currently in a company the high level of *turnover intention* has become a serious problem, this situation can even make some companies can experience frustration when it is difficult to run the recruitment process and even more so when knowing when it has succeeded in capturing qualified staff in the end it turns out to be in vain because the recruited staff has chosen a job in another company. The elevated turnover rate within the organization will progressively incur multiple possible expenses, including the investment in employee training, diminished performance levels, and the expenditures associated with recruitment and retraining [3] According to research by Ngo-Henha (2017) explains that there are several theories related to Turnover intention, namely: Theory of Organizational Equilibrium (TOE), Social Exchange Theory, Job of Embeddedness Theory, Herzberg's Two Factor Theory, The Resource- Based View, Adam's Equity Theory, Human Capital Theory, and Expectancy Theory. When viewed from the reasons for the dominant causes of turnover intention above, *Adam's Equity Theory* is the theoretical basis for the results of the study which states that plantation employees have the turnover intention because they want to meet the increasingly high needs of life and feel the output provided by the company is still lacking.

High turnover can lead to an unideal organization and can increase costs for the company [4]. High turnover increases the workload, and demands, of existing staff members. According to Harvida and Wijaya (2020), low turnover is very important for the benefit of the organization or the survival of an organization, growth and prosperity. According to Sukmasari (2021), turnover intention is influenced by several factors, including organizational culture and motivation. Research by Jahya et al. (2020) indicates that training, development, salary, and organizational culture have a substantial negative correlation with turnover intention. What the organization is about, the work environment, and how things are done in the organization are the main determinants of whether employees will leave or stay with the organization [5]. Thus, organizational culture is a key factor to reduce the level of turnover intention which in turn determines the success, growth, and progress of the company.

Social exchange theory as a perspective for understanding employee behavior in the workplace[6]Organizational culture itself is related to standards of attitude and behavior. So, the social behavior perspective involves a reciprocal relationship between two parties, namely the employee and his environment, so it can be said that organizational culture can be one of the factors that can cause an employee expresses a wish to transition from his position. The incorporation of organizational culture is crucial, serving as a social control mechanism that can shape employee attitudes and behaviors through the prevailing values and beliefs inside the firm [6]. *Social exchange* involves a series of interdependent interactions involving obligations between two parties. In this context, employees of oil palm plantation companies must learn to live with the culture of the plantation company. If employees do not adjust to the culture, employees will likely face problems that cause employees to resign, causing turnover to be high.

According to Iwu et al (2021), it shows that the turnover intention is significantly influenced by the variables of knowledge management, customer orientation, and job satisfaction. The importance of knowledge management in organizational settings has been developed for a long time since the 1990s. Knowledge management will facilitate organizational effectiveness [7]. Knowledge sharing enhances employee job satisfaction and promotes overall well-being [7]. The effective of knowledge management will result in an increase in job satisfaction and a reduction in turnover intention. Knowledge management will facilitate the organization's ability to create better work methods that can increase employee morale, thereby encouraging job

satisfaction and suppressing the desire to leave work or leave the company. Additionally, engaged employees exhibit a stronger affiliation with their firm and a reduced propensity to depart, as indicated by studies conducted by Schaufeli and Bakker (Zhang et al, 2018), Employees who feel engaged are willing to describe a variety of behaviors that add to job success namely commitment, participation, passion, initiative, honesty, advocacy and creativity. Employee engagement is heightened when individuals maintain positive relationships with their managers and colleagues within their division. Respect, effective leadership, purposeful work, acknowledgment, and a sense of being appreciated and supported are elements that sustain employee engagement. In Swe's research (2019) revealed that employee engagement has a negative effect on the desire to move.

There have been many studies that discuss turnover intention. In this study, the variables of organizational culture, employee knowledge management and employee engagement on turnover intention will be tested to what extent they have an impact on oil palm companies in oil palm plantations the location in East Kotawaringin Regency, Central Kalimantan Province.

2. LITERATURE REVIEW

2.1 Theory of Organizational Behavior

Organizational behavior arises from the interactions among persons inside an organization. Organizational behavior is a discipline that examines the impact of individuals, groups, and structures on behavior within organizations, with the objective of applying scientific principles to enhance organizational performance. [8]. According to Wibowo (2016) organizational behavior is concerned with how people act and react in all types of organizations. Where organizational behavior is an interdisciplinary field of study that studies how to improve the attitudes

and behavior of individuals and groups in organizations so that they can contribute effectively in achieving organizational goals.

Meanwhile, according to Yateno (2020) defines organizational behavior constitutes the essential core of behavioral science, emphasizing human behavior within an organizational context.

According to the perspectives of these experts, organizational behavior refers to the conduct of an individual within a certain organization or group aimed at enhancing the efficacy of a corporation.

2.2 Theory Of Planned Behavior

The Theory of Planned Behavior is an evolution of the earlier Theory of Reasoned Action, developed by Ajzen in 1991. Ajzen's analysis indicates that the Theory of Reasoned Action (TRA) is applicable solely to behaviors entirely within an individual's control and is unsuitable for explaining behaviors influenced by external factors that may facilitate or obstruct the fulfillment of individual intentions. Consequently, Ajzen incorporates an additional element, specifically perceived behavioral control, in the Theory of Planned Behavior (TPB).

According to Wikamorys & Rochmach (2017) The Theory of Planned activity is a framework utilized to forecast an individual's actions, based on two primary assumptions: the individual's attitude towards the activity and the subjective norm.

2.3 Turnover Intention

Turnover intentions are a threat that must be controlled for companies. Turnover intention as the intention to leave work, either to a new place or not to a new place[9]. The indicators used to measure the turnover intention include intending to quit the job and the possibility of

looking for a new job in the near future. Likewise, the definition of turnover intention was conveyed by Albalawi, A. S., et al (2019), namely the turnover intention is the intention to leave the organization where a person works or quit his profession and move to a different career path. According to the statements of the experts above, it can be synthesized, namely the turnover intention is the desire or desire of employees to leave the current workplace and / or move to another workplace. The dimensions used are: desire to leave work, desire to look for alternative jobs, and desire to change jobs.

2.4 Organizational Culture

Organizational culture is important for organizations because the type of culture that exists in an organization has a major impact on the behavior of its employees. Organizational culture is the collective shared learning of a specific group, encompassing the behavioral, emotional, and cognitive aspects of the overall psychological functioning of its members [10]. According to Elqadri (2015) related to organizational culture. Organizational culture is the collective shared learning of a specific group, encompassing the behavioral, emotional, and cognitive aspects of the overall psychological functioning of its members [11].

In line with the opinion of Malagas et al (2017) which explains that organizational culture is dynamic and arises in the complex interaction of human and structural behavior, because such interactions produce certain patterns (or structures) which, in turn, affect the interaction itself. In accordance with the explanations that have been submitted, it can be synthesized, organizational culture is the values and assumptions that are understood by members of the organization and guide the behavior that applies to achieve organizational goals. The indicators for organizational culture are: artifacts, values, and basic underlying assumption patterns.

2.5 Knowledge Management

The significance of comprehending knowledge management within organizational contexts has evolved during the 1990s. Knowledge management is a structured procedure for overseeing knowledge resources to enhance access, retrieval, and reutilization of knowledge via information technology [12].

Likewise, defines knowledge management as a change in knowledge resources by identifying relevant knowledge and disseminating it [13]. According to Razzaq (2018), knowledge management is a discipline and role focused on fostering a culture where knowledge is generated, acquired, disseminated, and utilized to enhance innovative performance for competitive advantage.

A similar statement was also conveyed by Islam et al (2017) regarding knowledge management. Knowledge management is a process of transforming information into knowledge as a valuable strategic asset for an organization. Based on the opinions that have been described, a synthesis can be taken, namely knowledge management is an activity in managing knowledge starting from collecting information to the knowledge retention process for performance improvement. The indicators used in order to measure knowledge management are Acquisition of Knowledge, Refinement of Knowledge, Storage of Knowledge, Sharing of Knowledge Application of Knowledge.

2.6 Employee Engagement

Employee engagement is a state of stable and positive emotional

activation from employees. This statement is in line with that conveyed by[14]. Employee engagement is the level of pleasant conditions (*happiness*) at work and internal satisfaction that employees enjoy, which is achieved by applying their strengths and abilities at work[14]. A similar statement was conveyed by Shuck (2019) who explained that employee engagement is a positive psychological state of a person in doing work related to mental intensity, emotions and behavior. The indicators used in measuring employee engagement use the *Employee Engagement Scale* (EES).

De Simone, et al (2018) also supports the opinions of previous experts. Employee engagement is a favorable and fulfilling psychological condition that individuals have concerning their work, resulting in a sense of complete involvement. Based on the definitions that have been described a synthesis can be taken, namely employee engagement

is a positive psychological state at work and internal satisfaction enjoyed by employees, which is achieved by applying their strengths and abilities related to mental intensity, task behavior, presence (physical, cognitive and emotional), and activeness at work. The indicators used are: *Vigor, Dedication, Absorption.*

2.7 Framework and Hypothesis

This research is based on the Organizational Behavior theory where organizational behavior is concerned with how people act and react in all types of organizations. According to this theory, factors such as *organization culture, knowledge management and employee engagement* play an important role in relation to employee turnover intention in a company. By integrating these factors into a comprehensive framework, this study aims to explain the pathways through which *organization culture, knowledge management, and employee management* will impact the turnover intention of employees in a company.
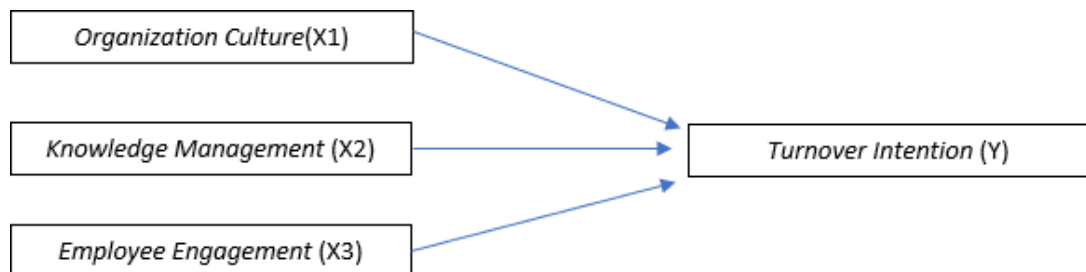
Figure 2. Conceptual and Hypothesis

3. METHODS

3.1 Research Approach

This study used a mixed methods research design. Mixed Methods is a research approach that integrates quantitative and qualitative research methodologies. According to Yusuf (2017) mixed research might be conducted concurrently or sequentially. The combination research method integrates both quantitative and

qualitative approaches [15]. So, to do this research must study the characteristics of both methods. The research model, this *mixed methods* research uses a sequential explanatory model. Sequential explanatory design is a mixed research methodology that integrates quantitative and qualitative approaches in a sequential manner, with the initial phase employing quantitative methods followed by a

subsequent phase utilizing qualitative methods [16].

This study prioritized quantitative methodologies. The integration of quantitative and qualitative data is predicated on the outcomes derived from the initial phase. The primary focus at this stage is more pronounced in the initial phase, and the integration of the two transpires when the researcher correlates quantitative data collecting with qualitative data analysis. After the quantitative research was concluded, the qualitative data was used to explain the quantitative data. The use of these two methods is seen as providing a more complete understanding of the research problem than the use of one of them [15]

3.2 Population and Sample

According to Yusuf (2017) population is an attribute, it can be people, objects or events that are the focus of research. Meanwhile, the population can also be divided into 2, namely:

1. Target Population

The target population or can also be called the target population is a group or subjects or data with clinical and demographic characteristics [17] The target population is general, the target population or target population in this study are all employees of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province. Especially employees of PALM OIL COMPANY Group oil palm plantation companies with a total number of employees of 1,960.

2. Reachable Population

Affordable population is part of the target population or target population that can be reached by. The affordable population in this study were employees of PALM OIL COMPANY Group oil palm plantation companies who had assistant level positions with a total number of 321 assistant level employees. In this study, the sampling method *Proportional random sampling* technique is a development of *stratified random sampling*, where the number of samples in each stratum is proportional to the number of population members in each to select and determine who will be the research sample for each company, the authors use *simple random sampling [18]*.

As for the number of samples before calculating using *proportional random sampling*, the author determines the sample size of 179 by determining the number of samples from the population with a margin of error of 5% and using the Slovin formula as follows:

$$n = \frac{N}{1 + N\alpha^2}$$

With Description:
n = number of samples taken
N = sample population
α = error tolerance of 0.05

Then the number of samples (n) is:

$$n = \frac{321}{1 + 321 + (0,05)^2}$$

n = 178,086 Rounded up to **179**

3.3 The Data

In this study using quantitative and qualitative data combined where quantitative data is carried out to test the research hypothesis. Then qualitative data is obtained using the delphi technique, an approach that measures the results of the subject's thoughts which are reconsidered to be agreed upon as a goal. In processing the data, this research uses Stata 17, because this research is a mix- effect model's research.

4. RESULTS AND DISCUSSION

4.1 Results

a. Analysis Validity and Reliability Tests

Validity is the extent of correctness between the actual data pertaining to the object and the data gathered by the researcher. This study employed a questionnaire as the measuring tool. A measurement instrument is said to be valid if the instrument can measure something exactly what it is intended to measure. After being filled in by respondents and collected again, then determine the validity of them based on the *product moment* correlation coefficient from *Pearson*, namely:

$$r_{xy} = \frac{N(\Sigma xy) - (\Sigma x)(\Sigma y)}{\sqrt{(N(x^2) - (\Sigma x)^2(N(\Sigma Y^2) - (\Sigma Y)^2}}$$

Description:

X	=	First score, in this case X is the score on the item to be tested for a validity
Y	=	Second score, in this case Y is the sum of the scores obtained by each respondent.
ΣX	=	The sum of the first scores, in this case the sum of all the score on item i
ΣY	=	Sum of the second score, in this case it is the sum of all scores on the total score obtained by each respondent.
ΣXY	=	The sum of the product of the first score and the second score
ΣX^2	=	The sum of the squares of the first score.
$\Sigma Y2$	=	The sum of the squares of the two scores

Based on the results of the validity test of each variable with the results of the instrument of each variable obtained using the product moment person technique, the turnover intention instrument of 42 statement items tested obtained a valid statement of 34 items only. Instrument Organization culture of 45 valid statement items as many as 37 items. Instrument Knowledge Management of the 40 statement items tested obtained a valid statement of 30 items. And the last of the variable Employee engagement of the 45 statement items tested obtained a valid statement of 37. Therefore, several invalid statements were removed or dropped from questioner.

b. Reliability

An instrument is deemed dependable if it consistently yields identical measurements for the same object upon repeated use. The formula that can be used to test reliability is *Cronbach's Alpha* Coefficient, namely:

$$r_i = \left[\frac{k}{k-1}\right]\left[1 - \frac{\Sigma s_i^2}{s_t^2}\right]$$

Where:

r_i	=	Reliability Value
k	=	Number of Instrument Statements
$s2t$	=	Instrument Overall Variation

$\sum s2i$ = Total Variance of Each Instrument

If the *Cronbach alpha* value is 0.70 or more, it is said that the item provides a fairly high level of reliability, but on the contrary, if the *Cronbach alpha* value is below 0.70, the item is less reliable [19]. Meanwhile, reliability of 0.60 to 0.70 is still acceptable provided that the validity of the indicators in the model is good[20].

Based on the reliability test of the valid employee turnover intention instrument using the Cronbach alpha formula, the Cronbach alpha coefficient for the instrument was 0.98. Based on the magnitude of the Cronbach Alpha coefficient, the Turnover intention instrument, Organization Culture, Knowledge management, Employee engagement can be said to be reliable.

c. **Normality Analysis Test**

The normality test is carried out to determine whether the sample is normally distributed or not. In this study, the normality test was carried out using the Chi-Quadrat method at the level (α) = 0.05 for a sample of n = 179 employees of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province. To simplify testing, the author uses the help of the STATA Version 17 application to conduct this normality analysis. The basis for employee engagement in the normality test according to [21]

Determine the significance level α 0.05 to test the hypothesis:

Ho: Data is normally distributed
H1: Data is not normally distributed

With testing criteria:
1. If x^2 count < x^2 table accept Ho, and
2. If x^2 count > x^2 table reject Ho.

The calculated results of the normality test for each research variable in the research sample are as follows:

Table 1. Data Normality 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
Knowledge Management	179	0,0691	0,5022	3,80	0,1497
Employee Engagement	179	0,2403	0,0274	6,04	0,0489

Based on the results of the data Normality Test in Table 1 above with the Chi-squared method, the results obtained where the Chi-squared (Chi2) value of each independent variable x^2 count < x^2 table Ho is accepted and it is concluded that the data or sample, all data are normally distributed.

d. **Homogeneity Test**

Test of Homogeneity of Organizational Culture Variables (X1) with Turnover Intention(Y):

Table 2. Homogeneity Test of Organizational Culture with Turnover Intention

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

Based on Table 2, it can be seen that the value of Fcount = 1.413 and Ftable at a significant level of 0.05 obtained Ftable = 1.417. It turns

out that Fhitung = 1.413 < Ftabel = 1.417 then Ho is accepted and it is concluded that the twogroups of data on organizational culture and turnover intention have the same variant or homogeneous.

Test of Homogeneity of Knowledge Management Variables (X2) with Turnover Intention(Y):

Table 3. Homogeneity Test of KnowledgeManagement with Turnover Intention

	F	df	Df	Pr > F
W0	1,3368797	78	100	0,05203428

Based on Table 3, it can be seen that the value of Fcount = 1.337 and Ftable at a significant level of 0.05 obtained Ftable = 1.417. It turns out that Fhitung = 1.337 < Ftabel = 1.417, so Ho is accepted and it is concluded that the two groups of data on knowledge management and turnover intention have the same variant or homogeneous.

Test of Homogeneity of Employee Engagement (X3) with Turnover Intention(Y):

Table 4. Homogeneity Test of EmployeeEngagement with Turnover Intention

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

Based on Table 4, it can be seen that the value of Fcount = 1.411 and Ftable at a significant level of 0.05 is obtained Ftable = 1.417. It turns out that Fhitung = 1.411 < Ftabel = 1.417 then Ho is accepted and it is concluded that the two groups of data on employee engagement and turnover intention have the same variant or homogeneous.

e. **Linearity Test**

Regression linearity testing is carried out in order to test the regression equation model of a Y variable on an X variable. The linearity test requirement is needed to perform inferential analysis in the association test. The basis for decision making in regression linearity testing according to

(Supardi U.S., 2013; p149-153) is:

A linearity test was conducted to test thehypothesis:

Ho: $Y = a + bX$ (linear); H1: $Y \neq a + bX$ (not linear)

With testing criteria:
Accept Ho, if $F_{hit} < F_{tab} \rightarrow$ linear pattern regression
Reject Ho, if $F_{hit} > F_{tab} \rightarrow$ non-linear pattern regression

The following is the data on the results of the linearity test of each independent variable on the dependent:
a. Test Linearity of Organizational Culture Variables (X1) on Switching Intention (Z):

Tabel 5. Linearity Test Results Organizational Culture (X1) on Turnover Intention (Y)

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Turnover *Intention** Organizatio	Between Groups	(Combined)	69705.875	57	1222.910	1.856	.002
		Linearity	22239.352	1	22239.352	33.760	.000
		Deviation	47466.523	56	847.616	1.287	.126

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
n culture		from Linearity					
	Within Groups		79708.404	121	658.747		
	Total		149414.279	178			

Based on Table 5, it shows that the value of F_{hit}= 1.287 and Ftable at a significant level α 0.05 obtained F_{tab} = 3.892. Because F_{hit} = 1.287 < F_{tab} = 3.892, Ho is accepted, and it is concluded that the regression model of organizational culture variables (X1) with turnover intention (Y) has a linear pattern.

b. Linearity Test Linearity of Knowledge Management (X2) on Turnover Intention (Y)

Table. 6 Linearity Test Results of Knowledge Management (X2) on Turnover Intention (Y)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Knowledge Engagement	Between Groups	(Combined)	43152.259	50	863.045	1.040	.421
		Linearity	12361.207	1	12361.207	14.890	.000
		Deviation from Linearity	30791.052	49	628.389	.757	.866
	Within Groups		106262.020	128	830.172		
	Total		149414.279	178			

Based on Table 6, it shows that the value of F_{hit} = 0.757 and Ftable at a significant level α 0.05 obtained F_{tab} = 3.892. Because F_{hit} = 0.757 < F_{tab} =3.892, Ho is accepted, and it is concluded that the regression model of the knowledge management variable (X2) with the turnover intention (Y) has a linear pattern.

c. Linearity Test Linearity of *Employee Engagement* (X3) on Turnover Intention (Z)

Table 7. Linearity Test Results of *Employee Engagement* (X3) on Turnover Intention (Y)

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

Based on Table 6 shows that the value of F_{hit} = 1.037 and Ftable at a significant level α 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 variable regression model. employee engagement (X3) with turnover intention (Y) has a linear pattern.

f. **Determination Coefficient Test**

According to Hair, Jr., et.al (2017) solihin & Ratmono (2021), the R²is the *in-sample predictive power* because is the squared correlation between the tual value and the predicted value of andogenous latent variable. The R² value has range between 0-1 with a greater value dictating a higher level of predictive curacy. R² value as *predictive power*. The results obtained from the STATA 17 software an R² of 0.2720. With the R² category of into the weak / weak category, R² of 0.50 into the medium / moderate category, and R² of 0.50 to 0.75 into the substantial category.

Based on these results, the coefficient of determination of 0.2720 (27.20% = 27%) indicates that the substructure-1 *construct*, namely the turnover intention variable (Z) canbe explained by the variables of organizational culture (X1), knowledge management (X2), and employee engagement(X3) in the **weak** category. Indicates that there is 0.7280 (72.80% = 73%) which can be explained by other variables and is a contribution from other variables. This can happen because it turns out that the factors that cause turnover intention are more strongly influenced by other factors that are not studied, such as leadership, compensation, work stress, job burnout and workload of employees of oil palm plantation companies in East Kotawaringin Regency in Central Kalimantan Province.

4.2 Discussion

Based on the results of distributing questionnaires totaling 179 respondents, the authors will provide an average score assessment. The class determination of respondents' questions on the research variables is as follows: Categorization Scale value on qualitative assessment:

BS = Excellent: The condition in question is classified as excellent or high level.

B = Good: The condition in question is classified as good or moderately high.

S = Medium: The condition in question is classified as moderate or medium level.

K = Less: The condition in question ismostly inadequate or low level.

KS = Very Poor: The condition in question is almost entirely lacking or at a verylow level.

Rating Scale Categorization on the averagequantitative score:

4,3 - 5,0: Excellent. That is, the answer has a high perception of the statement aspect

3,5 - 4,2: Good. That is, the answer has a fairly high perception of the statement aspect

2,6 - 3,4: Moderate / Sufficient. That is, the answer has a moderate or medium level perception of the statement aspect

1,8 - 2,5: Less. That is, the answer has a perception that is classified as less on the aspect of the statement

1,0 - 1,7: Very poor. That is, the answer has a perception that is entirely lacking

Based on the average analysis of quantitative and qualitative analysis, the dataobtained on the variable turnover intention gets a score of 2.63 which is in the moderate / sufficient category in quantitative analysis, as well as qualitative. Then the Organizational Culture variable gets a score of 4.17 which is in the good category in quantitative analysis, as well as qualitative. In the Knowledge

Management variable, it gets a score of 3.98 which is in the good category in quantitative analysis, as well as qualitative. Employee Engagement gets a score of 4.15 which is in a good category in quantitative analysis, as well as qualitative. Based on the data analysis results on the turnover intention employees of plantation companies, it can be interpreted that the level of turnover intention employees of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province is moderate / sufficient. The employees of the oil palm plantation company on average have the desire to quit their job, the desire to leave the work environment, the desire to move if there is a job offer elsewhere, the desire to meet the higher needs of life, the desire to be free from boredom and dissatisfaction, and the desire to change jobs that are not suitable for moderate/ sufficient.

Based on the data analysis on organizational culture, it can be interpreted that the understanding of the values and assumptions of the organizational culture of plantation company employees is good. The employees of the company on average have understood risk-taking for innovation, attention to detail, rules that become guidelines, people orientation, results orientation, team orientation, aggressiveness-aggressiveness at work, stability-maintenance of culture, and organizational climate- atmosphere at work well. Based on the data analysis results on knowledge management, it can be interpreted that the knowledge management of employees of oil palm plantation companies is good. The employees of oil palm plantation companies on average have had Acquisition of Knowledge / knowledge acquisition, Refinement of Knowledge / knowledge filtering, Storage of

Knowledge / knowledge storage, Sharing of Knowledge / knowledge sharing and Application of Knowledge / use and protection of good knowledge.

Based on the data analysis on employee engagement, it can be interpreted that the engagement of employees of oil palm plantation companies is good. The employees of oil palm plantation companies on average have high stamina when working, willingness to try hard in doing work, persistence in facing difficulties at work, high involvement in work and experiencing a sense of meaning, enthusiasm characterized by showing interest in the work done, pride in work, concentration at work, enjoying work, and immersed in good work.

5. CONCLUSION

The results of the analysis of the variables of organizational culture, knowledge management, and employee attachment to the turnover intention, namely, from the results it can be concluded that organizational culture has a negative direct effect on the turnover intention. this means that strengthening organizational culture (X1) will reduce the level of employee turnover intention.

Indicators of organizational culture that are weak against indicators of turnover intention are: risk taking for innovation, attention to detail, rules that become guidelines, people orientation, results orientation, team orientation, aggressiveness; aggressiveness at work, stability; maintenance of culture, organizational climate; atmosphere at work. Furthermore, the results of the qualitative analysis that have been carried out show that there are alignments and similarities in the direction of each indicator to the results of quantitative analysis on organizational culture indicators on employee turnover intention. There is a significant negative effect of organizational

culture on turnover intention. So that the stronger the values of organizational culture in employees, the lower the turnover intention employees, this study are in line with the research of[22], [23], [24], [25]. Based on the description above, it is proven that there is a significant negative effect of organizational culture on employee turnover intention. Strengthening weak organizational culture indicators can reduce the turnover intention employees of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province.

From the results it can be concluded that *Knowledge Management* has a negative direct effect on turnover intention, this means that Knowledge Management (X2) will reduce the level of employee turnover intention (Y). Knowledge management indicators that are weak against indicators of turnover intention are: acquisition of knowledge, refinement ofknowledge, storage of knowledge, sharing of knowledge, application of knowledge, use and protection of knowledge. Furthermore, the results of the qualitative analysis that have been carried out show the alignment and similarity in the direction of each indicator tothe results of the quantitative analysis on knowledge management on turnover intention. The results of this study are in line with the research of Luthra & Singh This study in line with Lutra and Singh (2019) that there is a negative influence of knowledge management on turnover intention.

Based on the description above, it is proven that there is a significant negative effect of knowledge management on employee turnover intention. Strengthening weak knowledge management indicators can reduce the turnover intention employees of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province.

From the results it can be concluded that Employee Engagement has a negative direct effect on turnover intention, this means that Employee Engagement (X3) will reduce the level of employee turnover intention (Y). Indicators of weak employee engagement on indicators of turnover intention are: high

stamina when working, willingness to try hard in doing work, persistence in facing difficulties at work, high involvement in work and experiencing a sense of meaning, enthusiasm characterized by showing interest in the work done, pride in work, concentration at work, enjoying work, and immersed in work. Furthermore, the results of the qualitative analysis that have been carried out show the alignment and unidirectional similarities in each indicator to the results of quantitative analysis on knowledge management on employee turnover intention. The results of this study are in that there is a significant negative effect of employee engagement on turnover intention [26], [27], [28], [29]. So that the stronger the employee's attachment, the lower the employee's turnover intention. Based on the description above, it is proven that there is a significant negative effect of employee engagement on employee turnover intention. Strengthening weak employee engagement indicators can reduce the turnover intention employees of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province.

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