

**THE INFLUENCE OF ORGANIZATIONAL CULTURE,
WORK ENVIRONMENT, AND WORKLOAD ON TURNOVER
INTENTION OF EMPLOYEES PT. BUMI JAYA
TRANSINDO SEJAHTERA**

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Abstract

This study examines the effects of organizational culture, workload, and work environment on employee turnover at PT. Bumi Jaya Transindo Sejahtera. Using a quantitative research approach, the study collected data from all 74 employees at the organization through a questionnaire. The sampling technique used was saturated sampling due to the small population size. The data was analyzed using multiple linear regression analysis. The results showed that Organizational Culture (X1) and Work Environment (X2) had no significant impact on turnover intention. However, Workload (X3) was found to have a significant influence on turnover intention. Overall, this research highlights the importance of Organizational Culture, Work Environment, and Workload in understanding turnover intention. These findings provide valuable insights for organizations looking to improve employee retention strategies. Future research can explore specific interventions and policies to effectively address organizational culture, work environment, and workload concerns and reduce turnover intentions.

Keywords: Organizational Culture, Work Environment, Workload, Turnover

1. INTRODUCTION

Human resources are a step to manage all matters or problems in the workplace in order to be able to motivate employees in a company or organization to achieve a predetermined vision or mission. Individuals are the most important factor for every association because individuals are creatures who can move and determine things for the company. HR management of various individuals as they work as employees in a company. Therefore, the thing that is focused on being studied by all human resources is a problem that has a negative impact on employee performance. One of the problems negatively impacted by employees in an organization is the large turnover rate. Turnover, also known as employee turnover intention, can cause critical problems for businesses or communities, especially if the turnover is caused by employees who do not have the skills, knowledge, or ability to occupy important positions in the company, which can have a negative impact on effectiveness company (Irvianti & Verina, 2015).

Today's increasingly sophisticated era requires us to be able to adapt to many situations. In the workplace, employees will face various kinds of difficulties or problems, both internal and external to the company environment. Currently, there are many companies that consider low employee difficulties or problems as a cause of their intention to leave that environment. The reason is that business entities must pay attention

to this in detail. So that employees can develop their skills in the desired way and can help them achieve the vision that has been determined by the organization or business entity. All business entities must have a clear strategy in starting and maintaining operational activities in order to achieve targeted results and achievements. Therefore, business entities must monitor and retain their employees (Purwati, 2021).

PT. Bumi Jaya Transindo Sejahtera is a transportation services company that has been operating since 1998. As an independent business entity in the land transportation expedition or trucking community, it is not affiliated with any other company or subsidiary. One interesting observation at PT. Bumi Jaya Transindo Sejahtera is the fluctuating employee turnover rate, which is primarily caused by employees seeking new job opportunities. To gain a better understanding of this phenomenon, a study is being conducted to analyze the impact of organizational culture, work environment, and workload on turnover intention among the company's employees.

2. LITERATURE REVIEW

One of the social forces that may inspire people to carry out work-related tasks in an organization is its organizational culture. Each individual in a particular organization learns about the culture that exists in that organization (Sutrisno, 2010). Organizational strategies, structures, and systems are influenced by the values, habits, and artifacts accepted by organizational members. This is known as organizational culture (Dunan et al., 2020). Hari Sulaksoni (2019) mentions the following things as indicators of organizational culture: 1) Innovation reduces risk; 2) Give careful consideration to each problem in detail when carrying out work; and 3) Focus on the achievements that can be obtained. 4) Orientation towards all employee interests 5) Aggressive when carrying out tasks 6) Strengthening and maintaining work stability.

Employees can exert all of their effort in the workplace to finish tasks in order to meet predetermined goals. Various factors that influence working environmental conditions are related to human abilities (Sedarmayanti & Rahadian, 2018). A person's work environment is a dynamic place and environment that surrounds a person's work. The workplace environment does not only refer to the actual physical setting of the office, but also includes the psychological aspects of the workplace. If employees can work efficiently in a healthy, safe and comfortable work environment, the work environment is considered good. A bad work environment can affect productivity and prevent good organizational performance (Dunan & Arisma, 2023). A healthy workplace can help employees or staff carry out their duties well. On the other hand, if an organization's work environment is below standard this will be detrimental to the employee as well morale and productivity at work (Robi et al., 2016). Sedarmayanti in Saleh & Utomo (2018) states that work environment indicators that can be used are: 1) Lighting 2) Noise 3) Air temperature 4) Work place/layout, 5) Security and relationships between employees.

Mahawati et al (2021) stated that workload is defined as the amount of work given to employees in the form of physical or mental and they are prepared to put in a lot of effort. Every work experience is a gift for the individual, and every employee has the ability to manage his or her own work experience as a physical, mental or social work experience. Koesmowidjojo, & Marih (2017) stated that work load indicators include: 1. Work situation, 2. Utilization of working hours, and 3. Targeted achievements.

Turnover Intention is a term used to describe intentions that arise suddenly in a person, such as the desire to immediately resign, the desire to get another job, expand the ability to find work that is available or appropriate in another environment, and the feeling of wanting to leave the community (Pawesti & Wikansari, 2016). According to Simamora in Yulianue et al., (2018) there are several indicators that influence turnover intentions: 1) Intention to resign from work, 2) Finding a job, 3) Employees comparing their duties, 4) Thoughts about leaving immediately.

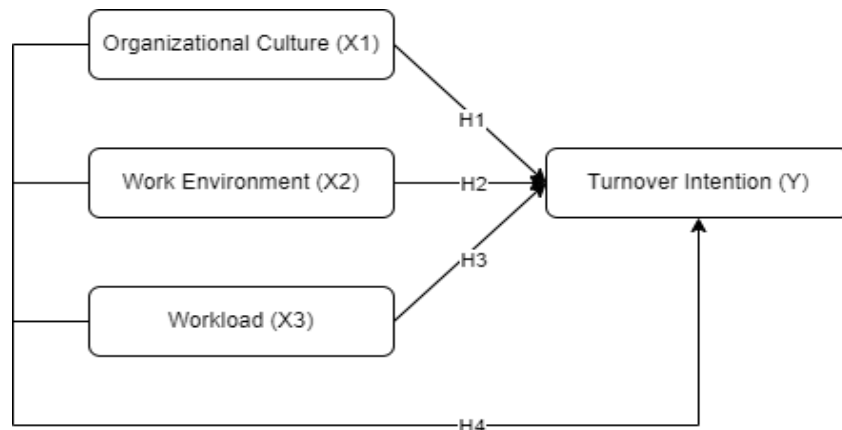


Figure 1. Influencer Turnover Intentions

Hypothesis:

H1: Organizational culture has a significant impact on turnover intention

H2: Work environment has a significant impact on turnover intention

H3: Workload has a significant impact on turnover intention

H4: Organizational culture, work environment and workload have a significant impact on turnover intention

3. RESEARCH METHODS

The research carried out was a study that utilized a quantitative approach. Quantitative research is a study that is systematically structured, planned and well defined from the start. Another definition that states quantitative studies is the steps used to study a population or participants (Sugiyono, 2019). PT. Bumi Jaya Transindo Sejahtera which is located on Jalan Trans Sumatra Dusun Candimas 1 No. 99 Natar, South Lampung became the research location. The independent factors analyzed are X1, namely Organizational Culture, X2, namely Work Environment, X3, namely Workload, the dependent factor is turnover intention (Y).

There are 74 PT. Bumi Jaya Transindo Sejahtera employees in the population. Saturated sampling methods were used to select all of the populations included in the study's samples. This happens when the population size tends to be small. Defined by (Sugiyono, 2011), a method that can determine where the entire group becomes participants is called a saturated sampling technique. The study was conducted using a questionnaire. In order to assess participants' views on the variables being researched,

using a Likert scale, there are 5 alternatives that can be selected. Giving a score of 5 indicates great agreement, 4 agreements, 3 indicates moderate agreement, 2 indicates disagreement, and 1 indicates extreme disagreement are the available alternatives (Kalsum et al., 2022).

4. RESULTS AND DISCUSSION

A. Validity Test

a) Test the Validity of Organizational Culture (X1)

Table 1. Results of Organizational Culture Validity Test (X1)

Item	r value	r table	Decision
X1_1	.624**	0,2287	Valid
X1_2	.456**	0,2287	Valid
X1_3	.590**	0,2287	Valid
X1_4	.637**	0,2287	Valid
X1_5	.628**	0,2287	Valid
X1_6	.521**	0,2287	Valid
X1_7	.628**	0,2287	Valid
X1_8	.569**	0,2287	Valid
X1_9	.584**	0,2287	Valid

Source: Processed with SPSS 26

Based on the value of $df = 72$ and a probability of 5%, The value of the r-table is known to be 0.2287. The findings of the validity test indicate that all items measuring Organizational Culture (X1) are valid. This can be observed based on the r-value for all items being higher than the r-table ($r\text{-value} > r\text{-table}$).

b) Work Environment Validation Test (X2)

Table 2. Work Environment Validity Test Results (X2)

Item	r value	r table	Decision
X2_1	.535**	0,2287	Valid
X2_2	.529**	0,2287	Valid
X2_3	.718**	0,2287	Valid
X2_4	.583**	0,2287	Valid
X2_5	.685**	0,2287	Valid

Item	r value	r table	Decision
X2_6	.610**	0,2287	Valid
X2_7	.703**	0,2287	Valid
X2_8	.625**	0,2287	Valid
X2_9	.690**	0,2287	Valid
X2_10	.678**	0,2287	Valid

Source: Processed with SPSS 26

Based on the value of $df = 72$ and a probability of 5%, The value of the r_{table} is known to be 0.2287. The findings of the validity test indicate that all items measuring Work Environment (X2) are valid. This can be observed based on the r -value for all items being higher than the r -table ($r\text{-value} > r\text{-table}$).

c) Workload Validity Test (X3)

Table 3. Workload Validity Test Results (X3)

Item	r value	r table	Decision
X3_1	.531**	0,2287	Valid
X3_2	.496**	0,2287	Valid
X3_3	.656**	0,2287	Valid
X3_4	.362**	0,2287	Valid
X3_5	.689**	0,2287	Valid
X3_6	.317**	0,2287	Valid
X3_7	.693**	0,2287	Valid
X3_8	.641**	0,2287	Valid
X3_9	.554**	0,2287	Valid
X3_10	.709**	0,2287	Valid

Source: Processed with SPSS 26

Based on the value of $df = 72$ and a probability of 5%, The value of the r_{table} is known to be 0.2287. The findings of the validity test indicate that all items measuring Workload (X3) are valid. This can be observed based on the r -value for all items being higher than the r -table ($r\text{-value} > r\text{-table}$).

d) Test the Validity of the Turnover Intention (Y) Variable

Table 4. Turnover Intention (Y) Validity Test Results

Item	r value	r table	Decision
Y1	.700**	0,2287	Valid
Y2	.523**	0,2287	Valid
Y3	.597**	0,2287	Valid
Y4	.608**	0,2287	Valid
Y5	.550**	0,2287	Valid
Y6	.548**	0,2287	Valid
Y7	.593**	0,2287	Valid
Y8	.243*	0,2287	Valid

Source: Processed with SPSS 26

Based on the value of $df = 72$ and a probability of 5%, The value of the r-table is known to be 0.2287. The findings of the validity test indicate that all items measuring Turnover Intention (Y) are valid. This can be observed based on the r-value for all items being higher than the r-table ($r\text{-value} > r\text{-table}$).

B. Reliability Test

Table 5. Reliability Test Result

Reliability Testing Output Table

Element	α	Output
Organizational Culture (X1)	0,755	High Reliability
Work Environment (X2)	0,836	High Reliability
Workload (X3)	0,517	Medium Reliability
Turnover Intention (Y)	0,643	Medium Reliability

Source: Processed with SPSS 26

The findings of reliability testing using Cronbach's Alpha indicate that the study tool that evaluates variables X1, namely Organizational Culture, X2, namely Work Environment, X3, namely Work Load, and Y, namely turnover intention, has reliability in the medium to high category.

a) Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Test Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.309	6.147		6.557	.000
	Organizational Culture (X1)	.232	.140	.224	1.651	.103
	Work Environment (X2)	-.056	.123	-.065	-.451	.653
	Workload (X3)	-.694	.136	-.547	-5.114	.000
a. Dependent Variable: Turnover Intention (Y)						

Source: Processed with SPSS 26

The equation formed for the regression variation is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 40.309 + 0.232X_1 - 0.056X_2 - 0.694X_3$$

This equation says that:

1. If all the independent variables (X) are constant or similar to zero then the result of the dependent variable (Y) is 40,309.
2. The variable (Y) increases by 0.232 if the Organizational Culture variable (X1) increases by one unit. in order for Turnover Intention (Y) to increase with increased Organizational Culture (X1).
3. If variable X2, namely Work Environment, increases by one unit, the impact on the Turnover Intention variable or Y is -0.056. So, when variable X2 increases, the impact on variable Y becomes lower.
4. If variable X3, namely Work Load, increases by one unit, the impact on variable Y will decrease by -0.694. So, when variable X3 increases, the impact on variable Y becomes lower.

b) Partial T Test

Table 7. Partial T Test Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.309	6.147		6.557	.000
	Organizational Culture (X1)	.232	.140	.224	1.651	.103

	Work Environment (X2)	-.056	.123	-.065	-.451	.653
	Workload (X3)	-.694	.136	-.547	-5.114	.000
a. Dependent Variable: Turnover Intention (Y)						

Source: Processed with SPSS 26

The explanation is:

1. Turnover Intention (Y) is not significantly impacted by Organizational Culture (X1). Up to 0.103, the Sig Number signifies that the Sig. above 0.05, meaning that Ho is approved and Ha is refused.
2. (X2) The Work Environment has no discernible effect on the intention to turn over (Y). Up to 0.653, the Sig Number signifies that the Sig. above 0.05, meaning that Ho is approved and Ha is refused.
3. (X3) Workload significantly affects (Y) Turnover Intention. Sig Number. as much as 0.000 indicates that Sig. exceeds 0.05 until Ho is turned down while Ha is accepted

c) Simultaneous F Test

Table 8. Simultaneous F Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1777.228	3	592.409	14.702	.000 ^b
	Residual	2820.610	70	40.294		
	Total	4597.838	73			
a. Dependent Variable: Turnover Intention (Y)						
b. Predictors: (Constant), Workload (X3), Organizational Culture (X1), Work Environment (X2)						

Source: Processed with SPSS 26

The test above shows that the Sig number. as much as 0.000, which indicates that Sig. less than 0.05 until there is rejection of Ho and acceptance of Ha, in order to get the conclusion that Turnover Intention (Y) is significantly impacted by all three variables at the same time.

d) Coefficient of Determination Test

Table 9. Determination Coefficient Test Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.622 ^a	.387	.360	6.348
a. Predictors: (Constant), Workload (X3), Organizational Culture (X1), Work Environment (X2)				
b. Dependent Variable: Turnover Intention (Y)				

Source: Processed with SPSS 26

The Turnover Intention (Y) variable, which has a value of 38.7%, may be explained by the overall independent variable (X) according to the table above, where the value of R² or R Square is 0.387. Moreover, there are additional factors that affect the remaining percentage of 61.3% but are not included here.

Based on the aforementioned test results, the organizational culture variable has a significant level of 0.103, over the predetermined significance level of 0.05. It is established that employees' intentions to leave PT. Bumi Jaya Transindo Sejahtera are not significantly influenced by business culture. This study supports that of Studi et al. (2022), who found that organizational culture had little bearing on the intention of turnover. This indicates that a company's organizational culture does not lower its desire to have employees leave. This can be implemented by giving employees the right to carry out activities freely to fulfill their work responsibilities, showing the organization's tolerance for risky work, providing clarity regarding expectations and time targets for tasks that must be completed by the organization, and providing support in the form of open communication between leaders and employees. towards the organization in a comprehensive manner in order to build a healthy organizational culture. If employees complete these tasks with determination and without help from any organization, they will definitely give up their desire to resign from the business entity.

From the partial submission results (t), the coefficient of determination of the work environment variable was obtained as much as 0.653, higher than the set limit of 0.05. It could be said that the work environment does not have a significant impact on the turnover intention of employees PT. Bumi Jaya Transindo Sejahtera. A healthy and pleasant work environment will reduce employee turnover intentions. This study aligns with previous research carried by Purwati (2021) the work environment does not significantly influence turnover intention because most employees already have experience working in a company before starting work, so they know the conditions of the workplace. Therefore, this has become a risk for them. Additionally, employees with less experience work with more tenure (1–3 years). This indicates that employees are able to adapt to the environment in which they work.

Based on the results of partial regression analysis (t), the workload significance level of 0.000 is lower than the limit set at 0.05. It can be concluded that workload has a significant impact on variable Y or turnover intention of PT employees. Bumi Jaya Transindo Sejahtera. This research is relevant to research by Kristyanto & Khasanah (2021) that workload has a significant impact on turnover intention so that if the level of employee workload is higher, turnover intention for J&T Express Gombong Branch warehouse employees will also increase.

5. CONCLUSION

To summarize, the research findings suggest that turnover intention is not significantly affected by organizational culture and the work environment. However, workload is identified as a significant factor influencing turnover intention. Furthermore, when organizational culture, work environment, and workload are considered together, they collectively have a significant impact on turnover intention.

Based on these findings, PT. Bumi Jaya Transindo Sejahtera is recommended to address the issue of employee workload in order to reduce the risk of increased turnover intention. Additionally, it is important for employees to actively contribute to the organization, foster a positive work environment, and maintain a strong organizational culture to prevent a rise in turnover intention. For future research, it is suggested to explore additional variables that may have a higher impact on turnover intention or replace existing variables with ones that may exert more influence. Moreover, expanding the scope of the study object is advised to achieve more comprehensive and conclusive outcomes.

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