



Analysis of the Influence of Work Culture and Work Environment on Employee Turnover Intention PT. ABC President Indonesia

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ARTICLE INFO

Keywords: Work Culture, Work Environment, Turnover Intention

Received : 3, January

Revised : 17, January

Accepted: 31, January

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ABSTRACT

The purpose of this research is to analyze how much influence between work culture and work environment on employees turnover intention at PT ABC President Indonesia, both partially and simultaneously. The used research method is a quantitative method. Data collection techniques used were observation, interviews and distributing questionnaires. Data analysis methods used were normality test, multicollinearity test, heteroscedasticity test, F test, T test, coefficient test of determination and multiple linear regression. Population 150 people with sample used was 60 people according to calculations using the Slovin formula with a tolerance error of 0,1 or 10%. Based on the results obtained that the work culture and work environment at PT ABC President Indonesia (ABCPI) could be said to be unfavorable and has much affect on turnover intention both partially and simultaneously. This is evidenced by the results of the T count $3,780 > t$ table 1,6720 for the influence of work culture on turnover intention, the result of T count $1,952 > t$ table 1,6720 for the influence of the work environment on turnover intention, and the F test $16,236 > F$ table 3,16. Also based on the results of coefficient test of determination, the value of R Square is 0,363 which means that work culture and work environment affected of turnover intention by 36.3%.

INTRODUCTION

In this study, the researcher took the object of PT ABC President Indonesia (ABCPI) is a food and beverage company from Indonesia based in Jakarta, belonging to the ABC Holding group controlled by the Djojonegoro family. The company produces soft drinks under the Nü brand and instant noodles under the Mi ABC and Gurimi brands. At PT ABC President Indonesia (ABCPI), high employee commitment is needed in order to increase profits and *the brand* image of the company as well as clients. Because by having high responsibility, realistic goals, a comprehensive work plan, and daring to take the risks faced, the company's image will increase. Every company must have a different work culture in it. Work Culture is a philosophy based on the view of life as values that become traits, habits and also drivers that are cultivated in a group and reflected in attitudes that become behaviors, ideals, opinions, views and actions that are manifested as work or work. Based on a brief interview that has been conducted with 20 employees who were randomly taken without special criteria, the following results were obtained briefly:

Table 1. Results of Work Culture Pre-Survey Interviews

| Employee | Question | | | |
|----------|--|--|--|--|
| | Is the working relationship between employees and superiors already established? | Does the boss/co-worker provide the right direction in getting the job done? | What is the culture of working hours at FAS? | Have you been satisfied with the work culture at FAS so far? |
| 1 | Not good | No | Not on time | Ordinary |
| 2 | Good | Yes | Not on time | Satisfied |
| 3 | Not good | No | Flexible | No |
| Employee | Question | | | |
| | Is the working relationship between employees and superiors already established? | Does the boss/co-worker provide the right direction in getting the job done? | What is the culture of working hours at FAS? | Have you been satisfied with the work culture at FAS so far? |
| 4 | Not good | No | Flexible | Just normal |
| 5 | There is no sense of courtesy | No | Not on time | No |
| 6 | Good | Yes | Flexible | No |
| 7 | Pretty good | Yes | Always over and not according to working hours | No |
| 8 | No sense of courtesy | No | Flexible | Just normal |
| 9 | Cukup baik | Yes | Flexible | Just normal |
| 10 | There is no hierarchy between superiors and subordinates | No | Always over and not according to working hours | No |

| | | | | |
|----|--|-----|--|-------------|
| 11 | Not good | No | Always over and not according to working hours | No |
| 12 | There is no hierarchy between superiors and subordinates | No | Always over and not according to working hours | No |
| 13 | Not good | No | Flexible | Just normal |
| 14 | Good | Yes | Not on time | Satisfied |
| 15 | There is no hierarchy between superiors and subordinates | No | Fleksibel | Just normal |
| 16 | Baik | Yes | Not on time | Satisfied |
| 17 | There is no hierarchy between superiors and subordinates | No | Flexible | No |
| 18 | There is no sense of courtesy | No | Always in a hurry | No |
| 19 | There is no hierarchy between superiors and subordinates | Yes | Flexible | Satisfied |
| 20 | Not good | No | Flexible | No |

Source : Appendix 1 – Results of Pre-Survey Interviews on Work Culture

From the data above, it can be concluded that 14 out of 20 employees feel that the working relationship between employees and their superiors is not good. 13 out of 20 employees feel that their superiors/co-workers do not provide the right direction in getting work done. 10 employees felt that their working hours were not on time, always *over* and not in accordance with working hours while the other 10 employees felt that their working hours at PT ABC President Indonesia (ABCPI) were flexible. Also, 11 out of 20 employees are dissatisfied with the work culture at FAS.

The work culture at PT ABC President Indonesia (ABCPI) implements a *flexible* and relaxed work culture. Adhering to *the millennial trend*, employees can casually talk to their superiors in contemporary language as if they are on the same line. Between superiors and subordinates there is still respect, but it cannot be shown by the language used, and vice versa. At PT. PT ABC President Indonesia (ABCPI) politeness between superiors and subordinates and vice versa cannot be shown by communication.

If you look at the statement above, the condition of the work culture at PT ABC President Indonesia (ABCPI) is quite opposite. Judging from how the employee's attitude / way of speaking towards his boss and his work environment. If you pay attention to this kind of culture, it tends to make

employees arbitrary and disrespectful to their superiors. This also receives less attention from the management because the company is more results-oriented and does not care too much about the work process and the working relationship in it.

The current work environment might also be impacted by workplace culture. The work environment, according to Nitisemito in Nuraini (2013), is everything that surrounds employees and may have an impact on their ability to complete the duties assigned to them, such as air conditioners (AC), sufficient lighting, and so forth.

PT ABC President Indonesia (ABCPI) has a total of 150 employees. With that many employees, PT ABC President Indonesia (ABCPI) has two different office buildings even though they are located close to each other. The area of the building is not too large so the working environment is very dense. Not to mention the noises made by the employees make the atmosphere noisy.

Table 2. Data on the Physical Work Environment of Operational Offices

| No | Facility | Means | Available | Needed | Lack |
|----|----------------------|-------------------|------------|------------|-----------|
| 1 | Building | Meeting Room | 3 Spaces | 6 Spaces | 3 Spaces |
| | | Working Room | 3 Floors | 5 Floors | 2 Floors |
| | | Workbench | 106 Pieces | 125 Pieces | 19 Pieces |
| | | Chair | 122 Pieces | 125 Pieces | 3 Pieces |
| | | Toilet | 9 Spaces | 18 Spaces | 9 Spaces |
| | | Pantry | 2 Spaces | 5 Spaces | 3 Spaces |
| | | Prayer Room | 1 Spaces | 5 Spaces | 4 Spaces |
| No | Facility | Means | Available | Needed | Lack |
| 2 | Work Equipment | Printers | 8 Pieces | 10 Pieces | 2 Pieces |
| | | Cupboard | 16 Pieces | 16 Pieces | - |
| | | Refrigerator | 5 Pieces | 15 Pieces | - |
| | | Laptop / Computer | 160 Pieces | 160 Pieces | - |
| 3 | Operational Vecihles | Four Wheels | 1 Pieces | 4 Pieces | 3 Pieces |
| | | Two Wheels | 1 Pieces | 2 Pieces | 1 Pieces |

Based on the data above, it can be seen that the facilities provided with the number of existing employees are not balanced. The content of each room is very dense, where each floor has an area of 80 m² filled with approximately 30 employees on each floor. The density of the workspace also makes the atmosphere of the room noisy and less conducive. Not to mention the very significant use of meeting rooms every day, with the number of meeting rooms available is only 3 (three) rooms, it cannot meet the needs of employees in its use so that if there are employees who do not get a meeting room, then the employee is forced to have his meeting in another place or even outside the office.

The work culture and work environment in the operational office of PT ABC President Indonesia (ABCPI) certainly have a great influence on the working conditions and interests of employees in doing their daily work. This can cause high turnover intention in the company, and if it happens, it shows that the company has a fairly conducive problem. According to Ronald and Milkha

(2014), turnover is the tendency or intensity of individuals to leave the organization for various reasons and among them the desire to get a better job.

The following is the turnover intention data that occurred at PT ABC President Indonesia (ABCPI) in the last 3 (three) years:

Table 3. Employee Turnover Intention Data for 2021 to 2023

| Month | 2021 | | | 2022 | | | 2023 | | |
|----------------|------|-----|-----|------|-----|-----|------|-----|------|
| | In | Out | % | In | Out | % | In | Out | % |
| January | 2 | 0 | 0% | 5 | 2 | 40% | 30 | 3 | 10% |
| February | 3 | 1 | 33% | 2 | 0 | 0% | 5 | 4 | 80% |
| March | 0 | 0 | 0% | 5 | 3 | 60% | 4 | 8 | 50% |
| April | 5 | 2 | 40% | 3 | 1 | 33% | 3 | 1 | 33% |
| May | 2 | 1 | 50% | 2 | 0 | 0% | 6 | 4 | 67% |
| June | 7 | 1 | 14% | 45 | 3 | 7% | 4 | 6 | 33% |
| July | 3 | 0 | 0% | 6 | 5 | 83% | 3 | 3 | 100% |
| August | 6 | 2 | 33% | 37 | 3 | 8% | 1 | 4 | 25% |
| September | 2 | 1 | 50% | 3 | 8 | 27% | 3 | 2 | 67% |
| October | 1 | 3 | 33% | 5 | 4 | 80% | 2 | 1 | 50% |
| November | 1 | 2 | 50% | 3 | 5 | 60% | 4 | 3 | 75% |
| December | 2 | 0 | 0% | 2 | 4 | 50% | 5 | 1 | 20% |
| Average | | | 25% | | | 37% | | | 51% |

Source : HRD Archive

Based on the data above, from January 2021 to December 2023, the *turnover intention* that occurred in

PT ABC President Indonesia (ABCPI) is increasing every year with the largest percentage in 2023, reaching 51%. In 2023, there is not a single month period that does not have employees *resign*. The standard employee *turnover* rate that can be tolerated in each company varies according to each company's policy. If this continues to be left unchecked and no action is taken, it is likely that this will have a bad impact on the company's condition in the future.

THEORETICAL REVIEW

Work Culture

A successful job, according to their principles and the conduct that becomes a habit. Customs, religions, conventions, and regulations serve as the foundation for these values, which develop into beliefs and then into organizational or work-related habits. Culture is the set of values that have been ingrained in people's lives. It is referred to as work culture since it is linked to the caliber of work.

The definition of culture has been put forward by many experts such as Koentraningrat, namely: "culture is the whole human being of behavior and the results of orderly behavior by the code of conduct that must be obtained by learning and everything is composed in the life of society".

Work culture is a set of behavior patterns that are attached to each individual in an organization as a whole. Building culture means also improving and maintaining positive aspects, as well as trying to *habituating certain* behavior patterns in order to create a new and better form.

The definition of work culture according to Hadari Nawawi in his book Human Resource Management explains that work culture is a habit that is carried out repeatedly by employees in an organization, there is indeed no strict sanction for violating this habit, but the organizational actors have morally agreed that this habit is a habit that must be obeyed in the context of carrying out work to achieve goals. From the description above, work culture is a behavior that is carried out repeatedly by every individual in an organization and has become a habit in the implementation of work.

If it is associated with the organization, then the work culture in the organization shows how the organization's values are learned, namely being planted and expressed using certain means (*tools*) many times, so that the community can observe and feel it.

Work Environment

The work environment is one of the factors that indirectly affects employee performance in a company. A good work environment provides a sense of comfort and allows employees to work optimally. The work environment has a direct influence on employees in completing their responsibilities to the company. The work environment includes the working relationship formed between fellow employees and the working relationship between subordinates and superiors as well as the physical environment where employees work. Here are the opinions of experts about the work environment:

According to Nitisemito in Nuraini (2013), "The work environment is everything that exists around workers that can influence them in carrying out the tasks they are charged with. For example, cleanliness, music and others".

According to Sedarmayati (2011) "The work environment is the whole of the tools and materials that are faced, the surrounding environment where a person works, his work methods, and his work arrangements both as an individual and as a group."

Turnover Intention

According to Yucel (2012), turnover intention is a mediating element between attitudes that influence the intention to leave and the actual departure from the firm. According to Issa, Faiz, and Gelaidan (2013), turnover intention is the desire to leave the firm voluntarily. This can have an impact on the company's standing and undoubtedly lower employee productivity.

Turnover Intention is the degree of attitude tendency possessed by employees to look for a new job elsewhere or there is a plan to leave the company in the next three months, six months, one year, and two years (Dharma, 2012). According to Nurmasari (2015), a request to quit can occur if an employee sees a greater career opportunity elsewhere.

Hypothesis Development

Hypothesis 1 :

Ho: There is no influence of work culture on *turnover intention* at PT ABC President Indonesia (ABCPI)

Ha : There is an influence of work culture on *turnover intention* at PT ABC President Indonesia (ABCPI)

Hypothesis 2 :

Ho : There is no effect of the work environment on *turnover intention* at PT ABC President Indonesia (ABCPI)
Ha : There is an effect of the work environment on *turnover intention* at PT ABC President Indonesia (ABCPI)

Hypothesis 3 :

Ho : There is no influence of work culture and work environment on *turnover intention* at PT ABC President Indonesia (ABCPI)

Ha : There is an influence of work culture and work environment on turnover intention at PT ABC President Indonesia (ABCPI)

METHODOLOGY

The type of research used in this study is a quantitative research method. Quantitative research is a type of research that basically uses a deductive-inductive approach. This research was carried out on PT ABC President Indonesia (ABCPI) at JI Casablanca Raya, Kav 88, South Jakarta, DKI Jakarta 12870 Indonesia. This research activity will be carried out from June to December 2024. The population used as the object of the study to obtain data is all permanent and contract employees of PT ABC President Indonesia (ABCPI) with a total population of 150 people without special characteristics, both permanent and contract employees, employees who have worked for more than one year or those who have worked for less than one year. The sample determination was using a Slovin formula with a sampling level of 10%, so 60 samples were obtained. Data analysis uses multiple linear regression with the help of the SPSS program.

RESEARCH RESULTS

Test T (partial)

Table 4. Results of the Partial Test (T-Test) of Work Culture on Turnover Intention

| Model | | Coefficients ^a | | Standardized Coefficients Beta | t | Sig. |
|-------|------------|-------------------------------------|------------|--------------------------------------|-------|------|
| | | Unstandardized Coefficients B | Std. Error | | | |
| 1 | (Constant) | 9.031 | 2.101 | .445 | 4.299 | .000 |
| | CULTURE | .266 | .070 | | 3.780 | .000 |

a. Dependent Variable: TURNOVER

Based on the table above, the work culture has a t value of 3.780 with a table t value of 1.67203, then t calculates > t table. This can be interpreted that there is an influence between work culture and turnover intention.

Table 5. Results of Partial Test (T-Test) of Work Environment on Turnover Intention
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. |
|-------|--------------------------------|------------|------------------------------|------|-------|------|
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | 13.714 | 1.657 | | 8.278 | .000 |
| | ENVIRONMENT | .184 | .094 | .248 | 1.952 | .046 |

a. Dependent Variable: TURNOVER

Based on the table above, the work environment has a t value of 1.952 with a table t value of 1.67203, then t calculates $> t$ table. This can be interpreted that there is a significant influence between the work environment on turnover intention.

Table 6. Simultaneous Test Results (Test F)

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|-------|----------------|---------|-------------|--------|--------|
| 1 | Regression | 181.074 | 2 | 90.537 | 16.236 |
| | Residual | 317.859 | 57 | 5.576 | |
| | Total | 498.933 | 59 | | |

a. Dependent Variable: TURNOVER

b. Predictors: (Constant), ENVIRONMENT, CULTURE

From the table above, it can be seen that the significance value is 0.000 so it is smaller than 0.05 and the F value is calculated as 16.236 so it is greater than F table 3.16, so it can be interpreted that the work culture and work environment simultaneously affect turnover intention.

Coefficient of Determination Test

Table 7. R and R Square values (R2)

| Mode | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|------|-------------------|----------|-------------------|----------------------------|
| 1 | .602 ^a | .363 | .341 | 2.361 |

a. Predictors: (Constant), ENVIRONMENT, CULTURE

b. Dependent Variable: TURNOVER

The table above shows that the R Square value is 0.363 which means that in this study the work culture and work environment affect *turnover intention* by 36.3%, and the rest by 63.7% is influenced by other factors that are not in this study.

Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Analysis Results

| Model | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. |
|-------|--------------------------------|------------|------------------------------|------|-------|------|
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | 1.255 | 2.767 | | .454 | .652 |
| | CULTURE | .346 | .067 | .577 | 5.192 | .000 |
| | ENVIRONMENT | .317 | .083 | .428 | 3.846 | .000 |

a. Dependent Variable: TURNOVER

Based on the results of the regression analysis above, a multiple regression equation can be formulated as follows:

$$Y = 1.255 + 0.346X1 + 0.317X2$$

From the equation of the multiple linear regression lines above, it can be interpreted that:

Y = A dependent variable whose value will be predicted by an independent variable. In this study, the dependent variable is the turnover intention of employees of PT ABC President Indonesia (ABCPI) whose value will be predicted by the work culture and work environment.

1.255 = Is a constant value, which is an estimate of the turnover intention value of PT ABC President Indonesia (ABCPI) employees. Assuming that the work culture and work environment have a value of zero, the results can prove that the turnover intention of employees of PT ABC President Indonesia (ABCPI) is influenced by other variables that are not included in this study of 1,255.

0.346 = It is a slope or direction coefficient of the work culture variable that affects the turnover intention of employees of PT ABC President Indonesia (ABCPI). The regression coefficient is 0.346 with a positive sign. Based on these results, it can be concluded that if the work culture variable changes by one unit, the turnover intention of employees of PT ABC President Indonesia (ABCPI) will increase by 0.346 assuming that the work environment has a value of zero.

0.317 = It is a slope or direction coefficient of the work environment variable that affects the turnover intention of employees of PT ABC President Indonesia (ABCPI). The regression coefficient is 0.317 with a positive sign. Based on these results, it can be concluded that if the work environment variable changes by one unit, the turnover intention of employees of PT ABC President Indonesia (ABCPI) will increase by 0.317 assuming that the work culture has a value of zero.

DISCUSSION

The Influence of Work Culture on Turnover Intention

In the H_1 hypothesis is declared accepted, this shows that the work culture applied to the PT ABC President Indonesia (ABCPI) can influence the employee's decision to resign. Based on the descriptive analysis in table 4.7, the middle score of the questionnaire result interval of 29.45 was obtained which stated that the condition of the work culture at PT ABC President Indonesia (ABCPI) was at a moderate level or some employees were less able to accept the culture.

This is supported based on the results of the T test regarding the influence of work culture on turnover intention, and a calculated t of 3.780 was obtained which is greater than the table t of 1.67203. This can be interpreted that the influence of work culture on turnover intention at PT ABC President Indonesia (ABCPI) is quite significant. Based on table 4.6, the results of the interval scale with the lowest score in question item 10 which contains the culture of communication between employees to employees and superiors are well

established. With this, it can be concluded briefly that the communication established between employees of PT ABC President Indonesia (ABCPI) to employees and superiors is not good.

The results of this study support the research conducted by Rifqotul Maulidah (2012) entitled The Influence of Work Culture and Work Stress on Turnover Intention which states that there is a significant positive influence between work culture on turnover intention.

The Influence of the Work Environment on Turnover Intention

In the 2 Ha hypothesis was declared **accepted**, this shows that the existing work environment at PT ABC President Indonesia (ABCPI) is not good enough so that it can affect the employee's decision to resign. Based on the descriptive analysis in table 4.7, the median value of the questionnaire result interval of 17.12 was obtained which stated that the condition of the work culture at PT ABC President Indonesia (ABCPI) was at a moderate level or some employees were less able to accept the environment.

This is supported based on the results of the T test regarding the influence of the work environment on turnover intention, and obtained a calculated t value of 1.952 which is greater than the table t of 1.67203. This can be interpreted that the influence of the work environment on turnover intention at PT ABC President Indonesia (ABCPI) is quite significant. In table 4.6, the results of the interval scale with the lowest score in question item 1 which contains the work facilities provided by the company are sufficient. With this, it can be concluded briefly that the work facilities provided by PT ABC President Indonesia (ABCPI) to employees are insufficient.

The results of this study support the research conducted by Laksmi Sito Dwi Irvianti (2015) with the title Analysis of the Influence of Workload, Work Stress, and Work Environment on the Turnover Intention of PT. XL AXIATA TBK JAKARTA which stated that there is an influence between the work environment on turnover intention.

The Influence of Work Culture and Work Environment on Turnover Intention

In the 3 Ha hypothesis was declared **accepted**, this is supported by the results of hypotheses 1 and 2 which both state that there is an influence between work culture and work environment partially on turnover intention. In addition, based on the results of the F test, it was obtained that the F value was calculated at 16.236 which was much larger than the F value of the table which was 3.16, so it can be stated that there is a significant influence between work culture and work environment simultaneously on turnover intention.

In table 4.6, the results of the interval scale with the lowest score in question item 1 are obtained which contain about employees who have never thought about resigning from the company. With this, it can be concluded briefly that most of the employees at PT ABC President Indonesia (ABCPI) have thought about resigning.

The results of the determination coefficient test also support this hypothesis because the R Square (R²) value is obtained as a magnitude of the influence between work culture and work environment on turnover intention

and the remaining 63.7% is influenced by other factors that are not present in this study.

CONCLUSION

1. There is a significant positive influence between work culture on employee turnover intention of PT ABC President Indonesia (ABCPI) This is shown by a test value of $T 3.780 > 1.67203$, then Ha1 is accepted.
2. There is a significant positive influence between the work environment on the turnover intention of employees of PT ABC President Indonesia (ABCPI) which is shown by the value of $1.952 > 1.67203$, then Ha2 is accepted.
3. There is a positive and significant influence between work culture and work environment on employee turnover intention of PT ABC President Indonesia (ABCPI) which is shown by F calculated as 16.236 which is greater than F table 3.16, then Ha3 is accepted.
4. The value of the determination coefficient (R Square) of 0.363 shows that work culture and work environment affect the turnover intention of employees of PT ABC President Indonesia (ABCPI) by 36.3% while the remaining 63.7% is influenced by other factors that are not included in this study.

RECOMMENDATION

The study results indicate that work culture and work environment significantly influence turnover intention. However, a deeper discussion of the specific factors contributing to these results is needed. A short case study or additional interviews could help provide a clearer picture of the conditions at PT ABC President Indonesia.

FURTHER STUDY

This study was conducted over a limited time frame. Future research could be conducted over a longer period to observe turnover intention patterns over time and understand how changes in work culture and work environment influence employees' decisions to stay or leave.

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