

The Effect of Organizational Culture and Work Environment on Turnover Intention Through Organizational Commitment

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ABSTRACT

This study aims to examine the effect of independent variables, namely organizational culture and work environment on the dependent variable, namely turnover intention and organizational commitment as a mediating variable. This study uses a quantitative research design. Questionnaires were distributed to employees of private hospitals in Purwokerto. The population in this study amounted to 327 employees. The sampling technique used in this study is the random sampling method in accordance with each member of the population has the same opportunity to be selected per field in the hospital. Calculated using the slovin formula resulted in 120 respondents. The method used to analyze data is to use smartpls 3.0. In this study all instruments were valid and reliable. The results showed that organizational culture has an insignificant negative effect on organizational commitment, but a significant positive effect on turnover intention.

INTRODUCTION

One of the private hospitals in Purwokerto faces serious challenges in maintaining the calibre of human resources. Data from the HRD department shows that the high employee turnover exceeds 15% each year. In 2023, 115 employees resigned (out), and the total turnover was 66.9%. In 2024, when 59 employees resigned (out), it was found that the total turnover presentation was 33.9%, which can threaten operational stability and quality of service for patients. This problem is even more significant given the rivalry in the Purwokerto region's healthcare sector. Determining what influences employee turnover is critical to formulating effective strategies to improve employee loyalty and service quality.

Employee desire to depart the company, or intention to leave, is frequently impacted by organizational commitment, stress, work satisfaction, culture, and work environment. As an early indicator before actual turnover occurs, this concept is closely related to theory of job embeddedness (Mitchell et al., 2001). This theory explains why employees survive through three main dimensions: Fit (compatibility of values and goals), Links (social relationships), and Sacrifice (sacrifices to be made if leaving). Employees with strong social relationships (links) or a high fit between work and personal values (fit) tend to have lower turnover intention. This suggests that binding factors determine employee engagement more than job satisfaction or motivation. There is a significant degree of turnover intention, according to the findings of earlier studies (Regito, 2024; Amalia et al., 2024).

A positive organizational culture can strengthen the commitment of organizational members (Dewi et al., 2020). A culture that creates shared values, supports job satisfaction, and builds trust between members and management will increase emotional attachment (affective commitment) to organizational goals. In Purwokerto private hospital, the organizational culture includes briefing between fields, team collaboration, open communication, and cohesiveness through uniforms based on work units. The work principles applied include the 5Rs: Concise, Neat, Clean, Maintained, and Diligent which aim to improve work efficiency and comfort. This culture is expected to reduce employee turnover and increase organizational commitment.

Organizational culture significantly increases organizational commitment, according to the findings of earlier studies. This means that any changes in an organizational commitment by employees are influenced by organizational culture (Triyanto et al., 2020; Noviyanti et al., 2021; Abadiyah et al., 2020; Husnah et al., 2021; Ependi et al., 2021).

The work environment has an important influence on organizational commitment. A comfortable environment, such as adequate facilities, harmonious relationships between colleagues, and superior support, creates a sense of security and stability for employees. This encourages them to feel valued and involved in the organization, increasing their commitment to the company (Saputri et al., 2024). In addition, open and transparent communication and appreciation of employees' achievements and contributions strengthen their attachment to the organization (Isna et al., 2023). An organizational culture that

supports positive values is inclusive and focuses on employee development, strengthening employees' dedication to the company. In contrast, a subpar workplace can reduce employee commitment (Rinaldi et al., 2022).

Considering the findings of earlier studies, it is found that the work environment has a significant positive impact on organizational commitment; this implies that the better the work environment in a business, the more the level of employee organizational commitment (Naiwan et al., 2024; Febrianto et al., 2024 Pittaloka et al., 2024; Hasyim et al., 2022).

According to job embeddedness theory, the mismatch between organizational cultural values and individual values can trigger turnover intention. Organizational culture reflects the values, beliefs, and standards that are the foundation for its members' attitudes and actions (Faradila et al., 2021). Elements such as shared values, rules, symbols, communication styles, and power structures play an important role in shaping interactions and collaboration between members (Khalid et al., 2022). Forming the organization's identity, this culture not only affects the sustainability and growth of the organization but also determines the level of employee loyalty to the company.

The results of previous research show that corporate culture has a significant negative impact on turnover intention. A company culture that matches employees' values and expectations can optimally improve their performance and foster the desire to stay employed by the company. This cultural fit helps employees feel comfortable and fulfilled, so they stay longer in the organization to achieve goals that align with their desires (Alyani, 2020); (Attallah et al., 2024).

In addition, the work environment and organizational culture influence turnover intention. According to job embeddedness theory, a fit between relationships with coworkers, superiors, company goals, and employees will reduce turnover intention. A good work environment supports employees in optimally completing their tasks and responsibilities (Sulaiman et al., 2023). The work environment covers various aspects, ranging from physical conditions such as office facilities, lighting, temperature, and cleanliness to social factors involving relationships between coworkers and interactions between superiors and subordinates (Sayid et al., 2024). In addition, psychological factors are related to emotional atmosphere, stress levels, and individual perceptions of work and organizations (Amri et al., 2022).

The work environment significantly reduces the propensity to leave, according to the findings of earlier studies. Therefore, it can be said that the work environment has no impact on the desire to leave because the more positive the environment, the less likely employees are in terms of turnover intention or moving to another company (Wibowo et al., 2023; Apriyanto et al., 2020; Pegia et al., 2021; Pertiwi et al., 2024).

Organizational commitment also acts as a mediator that explains how organizational culture and work environment affect turnover intention (Ependi et al., 2021). When employees feel their values are valued in the organizational culture, they will be more emotionally and psychologically attached, thus tending to maintain a long-term relationship with the organization. Similarly, a

supportive work environment, both physically and psychologically, will strengthen employees' commitment to the company (Nurrahmi et al., 2020). Employees who work in a comfortable environment and have good working relationships will feel valued and more committed to contributing (Khoi et al., 2024). This high organizational commitment will reduce the intention to leave, even if there are problems in the work culture or environment. Conversely, a poor work environment or unsupportive culture will decrease employees' commitment, increasing their tendency to consider turnover. Therefore, organizational commitment links work environment, turnover goal, and organizational culture, with higher commitment reducing the likelihood of turnover (Jariyah et al., 2022).

Research on employee turnover intention has been conducted in various sectors, including healthcare. However, research exploring the role of organizational culture, work environment, and organizational commitment as mediating variables on turnover intention in Purwokerto Private Hospital is still rare. This research develops the population from Wibawa et al., (2023) research, which concluded that the organizational commitment variable can mediate Organizational commitment can act as a mediator in the interaction between turnover intention and organizational culture the work environment and turnover intention. This limitation is an important research gap to overcome, considering that each hospital has unique characteristics in its issues with workplace culture and conditions.

LITERATURE REVIEW

Job Embeddedness Theory

According to Mitchell et al., (2001) research on turnover intention discusses many factors of ease and desire to leave work. Job dissatisfaction often drives individuals to look for alternatives. After finding other options, individuals will compare them with their current jobs. The intention to leave the job increases if the new choice is considered better. Zakiy et al., (2023) explained that job embeddedness is a theory that describes how much an employee feels attached to his job and his organization. This attachment is influenced by internal factors at work (on the job) and external factors outside of work (off the job). Employees with an elevated degree of job embeddedness tend to stay with the company because they feel they have much to sacrifice if they leave. Conversely, employees with low levels of job embeddedness are more prone to feelings of job insecurity. Research by William Lee et al., (2014) shows that job embeddedness significantly affects employee performance through increased work effort. A study involving a large sample of hospital employees found that more significant effort was a key factor linking organizational attachment to individual performance. Important aspects of job attachment include (1) the extent to which a person has a relationship with other people or activities at work, (2) the compatibility of their work and community with other aspects of their lives, and (3) the ease of disconnection and the sacrifices they would have to make if they left their job.

Social Exchange Theory

Social exchange, according to Peter Blau (1986) this view, any form of giving tends to raise expectations of commensurate reciprocity. In other words, when someone gives something of value, they indirectly expect a positive response from the recipient. Meanwhile, according to Homans (1976) this refers to a form of exchange between two parties, both in material and non-material form, which provides benefits or at least has a specific value even though it requires sacrifice. In addition, it also explains the contribution that employees make to the organization and their expectations as a result of this reciprocal relationship. Interactions between employees and organizations and between employees and supervisors are generally analyzed through the social exchange theory approach. Employees who receive organizational support and feel job security tend to feel more responsible for contributing positively to their roles (Mighfar, 2015). This can result in good performance, increased job satisfaction, decreased intention to leave, and strengthened trust between individuals. Other benefits, such as increased organizational commitment, can create a sense of belonging among employees and form a positive perception of the tasks assigned by the company (Sufyanto, 2024).

Turnover Intention

Turnover Intention is the employee's desire to leave the organization (Meriandayani et al., 2019). Turnover intention is an employee who starts with the intention to leave (turnover intention), it may be a significant challenge for businesses, including in the property sector, facing a high turnover intention problem, which in turn has the potential to cause losses due to excessive loss of competent workforce (Hermawati et al., 2021). Many factors encourage individuals to change jobs, including dedication to the company, a degree of trust, and job insecurity. These factors significantly impact whether employees feel comfortable and attached to the company or instead plan to look for other opportunities (Permata Sari et al., 2019). A high turnover rate will hurt the company, creating instability in labour conditions and increasing human resource costs. The company becomes ineffective because it loses experienced employees and has to recruit new employees (Utama et al., 2023).

According to research by Lee and Mitchell (1994) factors that influence turnover intention include organizational culture, work environment, and work-life balance. The degree to which an employee feels obligated and wants to keep contributing to the company is reflected in their organizational commitment; this commitment is not only marked by loyalty but also by the active efforts of employees in promoting the business. The more dedicated the employee is, the less likely the employee is to have an intention to leave the organization (turnover intention). Conversely, low commitment can increase employees' desire to seek opportunities elsewhere, especially if they feel their contribution is not valued or in line with company goals (Rokhayati et al., 2023). In the research of Bimaputra et al., (2024) there are three signs of the desire to leave precisely: (1) Thoughts of leaving, (2) Desire to look for vacancies, and (3) Desire to leave the organization in the coming months.

Organizational Culture

The set of values that members of an organization embrace and uphold is known as its organizational culture, which sets it apart from others (Santika et al., 2023). Susanti et al., (2021) state that organizational culture includes relationships between organizational members and individuals outside the organization. These shared values form the basis of organizational culture. Pranomo et al., (2023) explain that the principles adopted by the company to survive and develop are known as organizational culture. This culture helps build member identity, encourage mutual commitment, maintain social stability in the organization, and direct the attitudes and actions of its members through structured rules.

Organizational culture reflects an organization's unique character, including its founders' beliefs and values. Organizational culture has several key functions. First, culture defines the boundaries that distinguish one organization from another. Second, culture gives organizational members a sense of identity. Third, culture encourages commitment to goals that are greater than individual passions. Fourth, culture is beneficial in maintaining the stability of the social system by being the glue that binds all organization members through clear standards of behaviour. In addition, culture acts as a device of control that directs and moulds the behaviour of the organization's members. Many companies also have traditional rituals to reinforce cultural values (Lay et al., 2024). According to Daslim et al., (2023) several indicators influence organizational culture, namely consisting of: (1) Innovation and Decision Making, (2) Stability, (3) Attention to detail, (4) Results orientation, (5) People Orientation, (6) Aggressiveness, (7) Team Orientation.

Work Environment

A company's success is based on developing a high-quality work environment to increase productivity and inspire every employee to achieve the best results (Aji et al., 2024.) Maulana et al., (2023) State that a comfortable, pleasant, and satisfying work environment contributes significantly to the support of the implementation of tasks to increase employee productivity. A good workplace is safe and enables workers to perform at their best. If the workplace is pleasant, employees will feel at home doing activities to use their work time effectively. Conversely, an inadequate work environment can reduce hospital employee performance (Budiyanto, 2022). Nurhalizah et al., (2020) stated that the work environment includes all physical and non-physical things around workers and impacts how they do their everyday duties and work in influencing employee performance.

The physical elements of the actual workplace are temperature, humidity, air circulation, lighting, distraction, cleanliness, and completeness of work equipment (Parsodi et al., 2023). Non-physical work environment aspects refer to social interactions in the workplace and the quality of life of employees in the company, such as relationships between employees and superiors (Anas et al., 2023). A good work environment helps increase work passion, productivity, and performance. In addition, working with motivated people allows work to be completed precisely according to standards and within the set time (Mulyono et

al., 2021). Yuliantari, (2020) research consists of several work environment indicators, namely (1) Employee Relations, (2) Noise Level, (3) Work Rules, (4) Lighting, (5) Air Circulation, and (6) Security.

Organizational Commitment

Meyer (1990) defines organizational commitment as affective, continuance, and normative commitments. Organizational commitment is a sense of attachment and dedication of employees to their workplace, which motivates them to continue working in the organization (Widhiandono et al., 2022). Sugeng et al., (2023) state that organizational commitment can be interpreted as The degree to which people identify with the organization, characterized by acceptance of organizational values and goals, willingness to contribute, and desire to remain part of the company. The organization's success is significantly influenced by the organizational commitment or failure of an organization to achieve its goals; employees who are focused on the organization usually show enthusiasm for work, have high responsibility, and are loyal to the organization (Pariascana et al., 2022). Commitment comes in various forms, such as to the organization, profession, or work environment. Committed employees will feel an important part of the organization and support the policies implemented (Ayu et al., 2021).

According to Triyanto et al., (2020) there are three forms of organizational commitment: (1) Affective commitment, namely employees emotional attachment to a company, (2) Continuous commitment is based on the disadvantages if an employee leaves his company, (3) Normative commitment is caused by a feeling of obligation to stay in a company. In Hidayat (2018) research, three indicators can affect organizational commitment, namely: (1) Maintaining membership, (2) Accepting organizational goals, and (3) Accepting organizational values.

Research Model

Based on the explanation of the hypothesis above, seven hypotheses will form the research model, which is as follows:

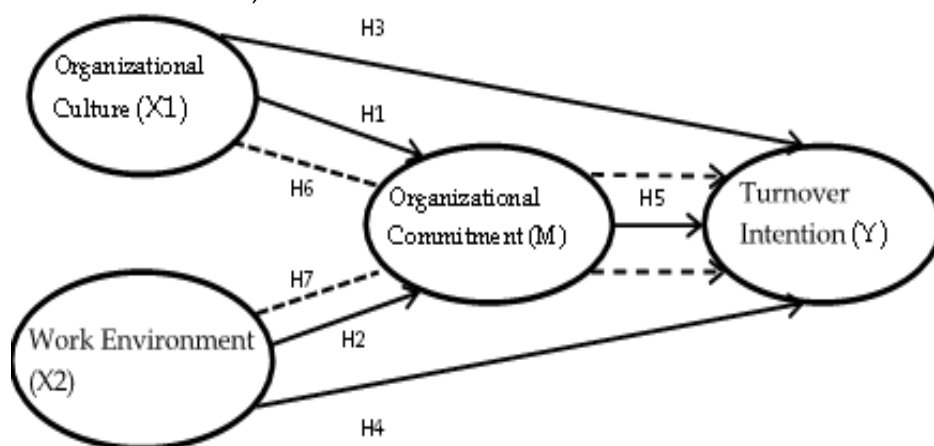


Figure 1. Research Model Picture

METHODOLOGY

This study uses quantitative methods to examine the influence of the independent variables of organizational culture and work environment, the intervening variable of organizational commitment, and the dependent variable of turnover intention. Quantitative methods derived from the philosophy of positivism are used to study samples or populations using statistical data analysis (Sugiyono, 2017). A simple random sampling method was used for the study population, which consisted of 327 employees. This method is used to reduce bias and increase population representation. The number of respondents was calculated using the 10% Slovin formula, resulting in 120 respondents. Primary data was collected through a five-level Likert scale-based questionnaire organized based on indicators from previous research. The Partial Least Square (PLS) method was used, and SmartPLS software version 3.5 was used to conduct this analysis.

RESEARCH RESULT

Convergent Validity

The correlation between indicator and variable scores is used to quantify convergent validity. A loading value of 0.5 to 0.6 is seen to be adequate for early-stage research from the development of a measuring scale, according to Chin (1998) and Ghozali (2021).

Table 1. Outer Calculation Results

Indicator	Outer Loading	Standard Value	Results
X1.4	0.790	≥ 0.6	Valid
X1.5	0.843	≥ 0.6	Valid
X1.7	0.774	≥ 0.6	Valid
X2.1	0.766	≥ 0.6	Valid
X2.2	0.797	≥ 0.6	Valid
X2.3	0.695	≥ 0.6	Valid
X2.4	0.685	≥ 0.6	Valid
X2.5	0.713	≥ 0.6	Valid
X2.6	0.746	≥ 0.6	Valid
X2.7	0.832	≥ 0.6	Valid
X2.8	0.739	≥ 0.6	Valid
X2.10	0.637	≥ 0.6	Valid
M.1	0.770	≥ 0.6	Valid
M.2	0.850	≥ 0.6	Valid
M.3	0.852	≥ 0.6	Valid
M.4	0.866	≥ 0.6	Valid
M.5	0.845	≥ 0.6	Valid
M.6	0.819	≥ 0.6	Valid
Y1.1	0.864	≥ 0.6	Valid
Y1.3	0.770	≤ 0.6	Valid
Y1.4	0.725	≥ 0.6	Valid
Y1.5	0.833	≥ 0.6	Valid

Based on Table 1, the outer loading value < 0.60 has been removed from the model, namely in indicators X1.1, X1.2, X1.3, X1.6, X2.9, and Y1.2. Consequently, it is evident that the reason loading value for the selected statement items is > 0.60 , so We may deduce that all selected statement items are convergently valid.

Discriminant Validity

Table 2. Discriminant Validity HTMT (Heterotrait-Monorait Ratio)

	Organization al Culture (X1)	Organization al Commitment (M)	Work Environmen t (X2)	Turnover Intention (Y)
Organizational Culture (X1)				
Organizational Commitment (M)	0.504			
Work Environment (X2)	0.617	0.859		
Turnover Intention (Y)	0.164	0.405	0.477	

Table 2 shows the discriminate validity test using the HTMT (Heterotrait-Monotrait Ratio) value. The required HTMT value ratio must be less than 1 to fulfil the discriminate validity test assessment. The test results according to the HTMT criteria are presented in table 2, and all indicators and variables have a value below 1. From this explanation, the research model is likely to be formed from all the variables above is valid (Hair et al., 2019).

Composite Reliability

Table 3. Composite Reliability Test

Variables	Cronbach's alpha	Composite reliability	Standard Value	Results
Organizational Culture (X1)	0.725	0.845	≥ 0.70	Reliable
Organizational Commitment (M)	0.820	0.876	≥ 0.70	Reliable
Work Environment (X2)	0.894	0.914	≥ 0.70	Reliable
Turnover Intention (Y)	0.912	0.932	≥ 0.70	Reliable

Table 3 indicates that all indicators have a composite reliability value over 0.70 and a construct Cronbach's alpha value above 0.60, indicating that each construct has strong reliability. The variables examined are valid and reliable, allowing for the execution of structural model testing according to the previous definition of validity and reliability testing (Hair et al., 2019).

R-Square

Table 4. R² values

Variable	R-square	Adjusted R-square
Organizational Commitment	0.611	0.604

Turnover Intention 0.251 0.232

According to Table 4, the R-Square value of the organizational commitment variable is 0.611 this value means that the independent variables can explain the organizational commitment variable by 61.1% (within the level of substantial influence), and other factors not covered in this study can account for the remaining 38.9%.

However, the turnover intention variable's R-Square value is 0.251. This figure indicates that the independent variables can explain 25.1% of the turnover intention variable (within the range of considerable effect), with additional factors not covered in this study accounting for the remaining 74.9%.

Hypothesis Test

Hypothesis In this study, testing was conducted using the SmartPLS (Partial Least Square) 3.0 trial version software. To see the results, we can use bootstrapping analysis. The criterion used in this study is a 95% tolerance or a P-value significance level of 0.05. This means that the required statistical t-value must be greater than 1.96.

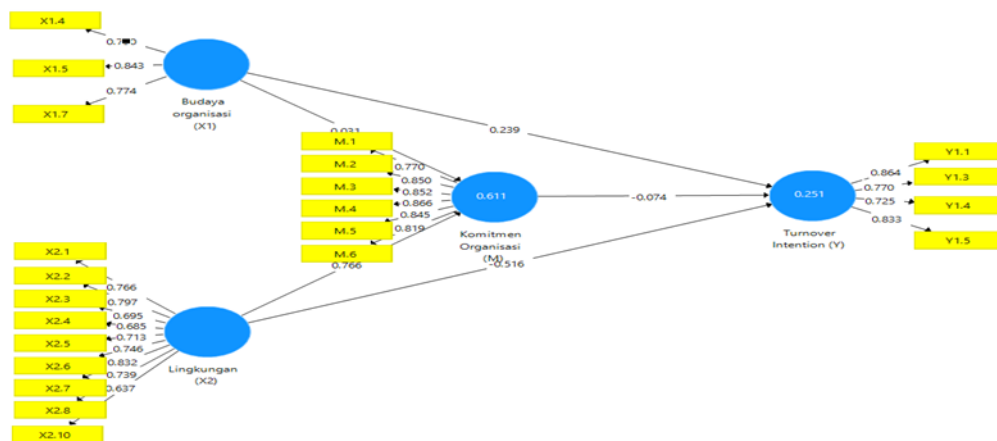


Figure 2. presents the results of the bootstrapping output as shown in the figure below

The results of testing the direct effect or direct relationship after bootstrapping analysis can be seen in the following table.

Table 5. Hypothesis Testing Results of Direct and Indirect Effects

Variable Relationship	Path coefficient	T statistics (O/STDEV)	P values
Organizational Culture (X1)->Organizational Commitment (M)	0.031	0.454	0.650
Work Environment (X2) ->Organizational Commitment (M)	0.766	13.524	0.000
Organizational Culture (X1) ->Turnover Intention (Y)	0.239	2.464	0.014
Work Environment (X2) ->Turnover Intention (Y)	-0.516	3.762	0.000
Organizational Commitment (M) ->Turnover Intention (Y)	-0.074	0.534	0.594

Organizational Culture (X1) ->			
Organizational Commitment (M) ->			
Turnover Intention (Y)	-0.002	0.200	0.842
Work Environment (X1)->			
Organizational Commitment (M)_>			
Turnover Intention (Y)	-0.056	0.526	0.599

The following explains the relationship between the variables based on the preceding table.

H1: Organizational Culture has a significant positive effect on Organizational Commitment

The results showed a positive and insignificant influence between the organizational culture variable and organizational commitment. With a path coefficient value of 0.031, a T-statistic value of 0.454, a significance or P value of $0.650 > 0.05$, and a statistical t-value greater than 1.96. Hypothesis 1 **is rejected**.

H2: Work Environment has a significant positive effect on Organizational Commitment

The results showed a significant positive effect between work environment variables on organizational commitment with a path coefficient value of -0.766 and significance with a T-statistic value of 13.524 or a P value of $0.000 < 0.05$ and a statistical t value greater than 1.96. Hypothesis 2 **is accepted**.

H3: Organizational Culture has a significant negative effect on Turnover Intention.

The results showed a significant positive effect between the organizational culture variable and turnover intention. With a path coefficient value of 0.239, a T-statistic of 2.464, a significance or P value of $0.014 < 0.05$, and a statistical t-value smaller than 1.96. Hypothesis 3 **is rejected**

H4: Work Environment has a significant negative effect on Turnover Intention.

The results showed a negative and insignificant influence between the organizational commitment variable and turnover intention. With a path coefficient value of -0.074, a T-statistic value of 2.464, a significance or P value of $0.594 > 0.05$, and a statistical t-value smaller than 1.96. Hypothesis 4 **is accepted**.

H5: Organizational Commitment has a significant negative effect on Turnover Intention.

The results showed a negative and insignificant influence between the organizational commitment variable and turnover intention. With a path coefficient value of -0.074, a T-statistic value of 2.464, a significance or P value of $0.594 > 0.05$, and a statistical t-value smaller than 1.96. Hypothesis 5 **is rejected**.

H6: Organizational Culture can influence Turnover Intention, which Organizational Commitment mediates.

The results of the mediation test above, with a path coefficient value of -0.002 and a T-static value of 0.200 or a P value of $0.842 > 0.05$ and a t-statistic value of more than 1.196, stated that the organizational commitment variable cannot mediate the relationship between organizational culture variables and turnover intention. Hypothesis 6 **is rejected**.

H7: Work Environment can influence Turnover Intention, which Organizational Commitment mediates.

The results of the mediation test above, with a path coefficient value of -0.056 and a T-statistic value of 0.526 or a p-value of 0.599 > 0.05 and a t-statistic value of more than 1.196, stated that the organizational commitment variable cannot mediate the relationship between work environment variables and turnover intention. Hypothesis 7 **is rejected**.

DISCUSSION

Organizational Culture on Organizational Commitment

The findings demonstrated that corporate culture has little impact on organizational commitment. A good change in organizational culture is not enough to significantly increase organizational commitment. This suggests that although organizational culture increases employee commitment, its effect is not strong enough to be considered statistically significant. If the organizational culture does not match employees' values, this usually leads to low employee commitment. Therefore, an effective organizational culture should be able to change employees' values so they feel involved in realizing the organization's vision. In hospitals, organizational culture must be continuously developed to increase employee commitment (Handayani et al., 2019).

This is contrary to social exchange theory, which states that the expected reciprocal relationship will not be formed if employees do not feel the direct benefits of organizational culture (such as a good culture but not reflected in tangible policies). This finding aligns with earlier studies by (Logahan et al., 2014; Mufarrohah et al., 2022; Kevin et al., 2023; Dewi et al., 2022). Shows that organizational values are positive but insignificant, which suggests that other factors outside of organizational culture may play a more important part in determining the degree of dedication among workers. These results weaken the relevance of this theory in various organizational contexts.

Managers should focus on developing organizational culture and other factors, such as policies and values, that suit employees to increase organizational commitment significantly.

Work Environment on Organizational Commitment

The analysis's findings indicate that the workplace significantly positively affects organizational commitment. This suggests that a positive work atmosphere is favourable, supportive, safe, and pleasant and will increase employee commitment to the organization. Conversely, a bad environment can reduce that commitment (Mahalakshmi et al., 2024).

Social Exchange theory states that the relationship between individuals and organizations is based on reciprocity. Employees tend to reciprocate by increasing their commitment if the organization provides a good work environment (such as comfort, support, and appreciation). This finding corresponds with earlier research, including (Charli, 2020; Hartono et al., 2024; Putra et al., 2021). Shows that environmental suitability contributes significantly to commitment. These results reinforce the relevance of this theory in various work environment contexts.

Implications for managers is that they must create a conducive, supportive, and safe work environment to encourage increased employee commitment.

Organizational Culture on Turnover Intention

The analysis's findings demonstrate that corporate culture has a major beneficial impact on turnover intention. This identifies that the hospital's organizational culture does not match employee expectations, thus creating discomfort that encourages the intention to leave. A culture that does not support employee performance can have severe impacts, such as decreased productivity, quality of service to patients, and the image of the organization, which improves its culture, for example, by promoting a more inclusive culture, identifying the causes of turnover through surveys, strengthening internal communication, and improving the reward and recognition system for employees (Kulsum et al., 2022).

This is inconsistent with job embeddedness theory, which asserts that employees intend to move even though the organizational culture has increased. This finding aligns with previous research, such as studies (Hafidah, 2023; Yuzalmi et al., 2023; Angelina et al., 2020). Shows that organizational value mismatches contribute significantly to employee intention to leave. These research results strengthen the relevance of this theory in various organizational contexts.

The implication for managers is that managers need to adjust organizational culture to employee expectations, strengthen communication, increase rewards, and provide career development opportunities. Surveying the causes of turnover is also important for improvement. This helps reduce exit intentions and improve retention and performance.

Work Environment on Turnover Intention

The analysis shows that the workplace significantly adversely impacts the intention to leave. This indicates that a conducive work environment will reduce turnover intention because employees will feel more comfortable doing their work. A good work environment with adequate facilities reduces employees' desire to resign (Purwati, 2019).

A conducive work environment can increase employee attachment to the organization, reducing the desire to leave. This aligns with job embeddedness theory, highlighting how various internal and external factors affect employees attachment to their jobs. This finding aligns with previous research, such as studies (Setiawan et al., 2021; Marzuqi, 2021; Adinda, 2024). A good and conducive work environment reduces employees' desire to move. These research results strengthen the relevance of this theory in various work environment contexts.

The implication for managers is that they need to create a comfortable, safe, and supportive work environment, build good communication, and pay attention to employee well-being. Applying job embeddedness principles, providing incentives, and following up on feedback can increase employee engagement and reduce turnover intention.

Organizational Commitment to Turnover Intention

The results showed that organizational commitment does not affect turnover intention. This identifies that although a propensity for a greater degree of commitment can lower one's intention to leave the organization (Turnover Intention) if this sense of belonging is weak, other factors, such as employment contracts, can be the main reason employees quit. For example, employees still under contract may face consequences if they quit early (Buulolo et al., 2020).

Organizational commitment reflects an employee's emotional attachment or trust in the organization. If this relationship is not significant, it means that organizational commitment does not sufficiently influence their decision to leave; this directly conflicts with the theory of job embeddedness. This research aligns with previous findings by (Widyawati et al., 2023; Savitri et al., 2024; Lukmawati, 2020). Shows that there is no significance to employee intention to leave. These studies' results weaken this theory's relevance in various organizational contexts.

The implication for managers is that they need to focus on other factors, such as career development, work-life balance, and a positive work environment, while strengthening employees' emotional attachment through communication, rewards, and empowerment.

The Effect of Organizational Culture on Turnover Intention Through Organizational Commitment

With a path coefficient value of -0.002, a T-statistic or P value of 0.842 > 0.05, and a t-statistic based on the analysis's findings value of more than 1.196, it is stated that the organizational commitment variable cannot mediate the connection between turnover intention and the organizational culture variable. Organizational culture may have a powerful direct impact on the intention to leave, so this effect does not require mediation by organizational commitment. In other words, employees can directly decide to stay or leave based on their experience of organizational culture without considering their level of commitment.

The Effect of Work Environment on Turnover Intention Through Organizational Commitment

Considering the outcomes of the analysis with the coefficient path of -0.056 and T-statistic 0.526 or P value 0.599 > 0.05 and t-statistic value more than 1.196, it is stated that the organizational commitment variable cannot mediate the connection between the workplace and variables and turnover intention. Some employees may not feel very attached to the company, even though their work environment is good and supportive. Even though they work comfortably, they can still feel like leaving because they do not feel a strong connection with the company.

CONCLUSIONS AND RECOMMENDATIONS

This study found that although organizational commitment was negligible, turnover intention was positively influenced by corporate culture, indicating that a culture that is not aligned with employees' expectations can

increase their turnover intention. Conversely, a good work environment can increase organizational commitment, which is significantly positively influenced by the workplace, and turnover intention, which significantly negatively affects employee engagement while reducing their turnover intention. The relationship between organizational culture and work environment and turnover intention cannot be mediated by organizational commitment, which has no visible impact on turnover intention. Companies should focus on aligning organizational culture with employees' expectations and creating a supportive work environment to reduce turnover intention. Suggestions for further research can examine other factors that influence the turnover intention variable.

ADVANCED RESEARCH

Researchers need to research other variables affecting turnover intention and expand more samples.

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