

# The Influence of Career Opportunities, Organizational Culture, and Work Environment on Turnover Intention at PT. Medan Railink

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DOI: <https://doi.org/10.52403/ijrr.20230923>

## ABSTRACT

This research is motivated by the high level of turnover intention of PT. Railink Medan. Therefore, researchers are interested in examining whether there is an influence of career opportunity factors, organizational culture and work environment. This research uses quantitative descriptive methods. Obtaining research data is done by distributing questionnaires to all permanent employees in the field of customer service outside of the position of Manager at PT. Railink Medan. The results showed that; (1) the effect of career opportunities on turnover intention is negative and significant; (2) the influence of organizational culture on turnover intention is negative and significant; (3) there is no negative and significant influence of work environment variables on the variable turnover intention at PT. Railink Medan. Therefore, in terms of minimizing the level of turnover intention in PT. Railink Medan so that companies increase opportunities for employees to obtain career opportunities so that employee loyalty is formed to keep working and not leave and look for other jobs outside the company and create a better organizational culture as norms and guidelines to be followed and obeyed by employees

**Keywords:** Career Opportunities, Organizational Culture, Work Environment, Turnover Intention

## BACKGROUND

Turnover intention is an act of permanent resignation carried out by employees either voluntarily or involuntarily. Turnover can be in the form of resignation, moving out of the

organizational unit, dismissal or death of members of the organization. (Robbins & Judge, 2009). Another opinion states that turnover is the desire of employees to voluntarily leave the company or move from one place to another according to their own choice (Rivai, 2009).

PT Railink (limited company) is a joint venture company between state-owned companies PT Kereta Api Indonesia and PT Angkasa Pura II with a composition of 60% share ownership in PT KAI and 40% in PT AP II. The business activities carried out by PT. Railink is the operation and management of rail transportation that serves passengers from the Medan train station to the Kualanamu airport train station and from the Kualanamu airport train station to the Medan train station. As a company that deals directly with consumers, the company must provide optimal and excellent service. To provide optimal and excellent service, PT Railink also recruits outsourced human resource workers for several non-substantial jobs, such as Customer Service, Security, Cleaning service and technicians. In connection with the importance of employee performance in determining whether or not company goals are achieved, various methods are used to improve employee performance, including contract employees (outsourcing).

Competition is getting tougher in the current era of globalization, encouraging employees to improve the quality of their work.

Employees should have good performance so that they can help the company achieve its goals. One of the things that need to be considered in maintaining the quality of the company is to understand the reasons why employees often leave the company, in the world of work this term is often referred to as turnover. Turnover is an employee who leaves a company for various reasons.

The high rate of turnover is a serious problem for companies, especially private companies that are prone to frequent turnover. The growth of private companies in Indonesia has recently developed rapidly, seeing the increasing number of private companies such as private insurance companies, services, banking, coal, construction, property, manufacturing and many other private companies.

Year	Number of Employees	Number of Employees Employee	%
2017	29	3	Employees
2018	36	21	58.0
2019	33	17	51.5

Based on the table, there has been an outsourced employee turnover intention in the last three years, namely in 2017, 2018 to 2019. The occurrence of this condition of turnover in outsourced employees is one of the impacts that causes losses to the company and disrupts the level of service operations at the company.

The phenomenon of turnover becomes a problem for companies when high achievings leave the company. The negative impact felt due to turnover in companies is on the quality and ability to replace employees who leave the company, so it takes time and new costs to recruit employees. However, there are times when turnover has a positive impact on the company if employees have low performance, the turnover made by employees who have less potential, will provide an opportunity for the company to recruit new employees with more potential. Besides having an impact on the organization, turnover also has an impact on surviving employees.

Many factors cause turnover intention in a company that causes losses company. The factors that influence turnover are divided into external and internal factors. External factors include environmental aspects and individual aspects. While internal factors include organizational culture, leadership style, compensation, job satisfaction, and career (Mobley, 2011). Other opinions also state that a strong organizational culture has

a considerable influence on employee behaviour and reduces turnover (Robbins S. P., 2006).

Research by Nugraheni, (2017) concerning the Analysis of the Influence of the Work Environment and Compensation on Turnover Intention with Job Satisfaction as an Intervening Variable, shows that the work environment has a positive and significant influence on job satisfaction variables. Furthermore, compensation has a positive and significant effect on job satisfaction variables. Then the work environment has a negative and significant effect on the turnover intention variable. Furthermore, compensation has a negative and significant effect on the turnover intention variable. Then job satisfaction has a negative and insignificant effect on turnover in the national variable. In addition to the five hypotheses described above, the Sobel test shows that the variable job satisfaction cannot mediate the effect of the work environment and compensation on turnover intention.

Wiadayati & Yunia, (2016) stated that partially, the compensation variable has a negative and significant effect on the turnover intention variable. The organizational culture variable has a negative and significant effect on turnover the intention variable. In addition, the results of the research by Lestarai & Mujiati, (2018) show that work stress has a positive and significant effect on turnover intention.

Organizational commitment has a negative and significant effect on turnover intention. Job satisfaction has a negative and significant effect on turnover intention. Hafiz, Parizade, & Hanafi, (2016) concluded that the results of tests carried out using simple linear regression analysis show that career

development has a negative or inverse effect on turnover intention.

Based on previous data and research, this study will examine the factors that cause turnover at PT. Medan Railink was structured within the following conceptual framework.

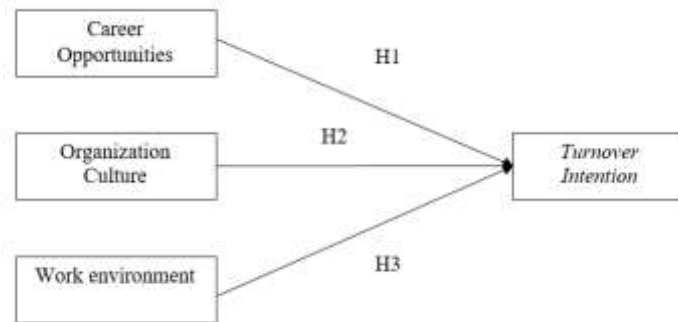


Figure 1. Conceptual Framework

Many factors influence the increase in turnover intention in companies, but based on the observations made by the author at PT. Railink Medan is the most dominant in influencing turnover intention at PT. Railink Medan is a factor of career opportunities, organizational culture, and work environment. Career opportunities are often a measure of the occurrence of turnover intention in a company and organization. Everyone who works wants to improve his future life for the better so career opportunities for an employee are an important factor in increasing his loyalty at work and reducing the rate of occurrence of turnover intention in a company. This is by research conducted by (Hafiz, Parizade, & Hanafi, 2016)

In addition, a strong organizational culture can encourage a person's interest in continuing to work and retaining his job. Organizational culture can also clarify what goals must be achieved so that employees know what work performance is expected by the company. This means that organizational culture can minimize the occurrence of turnover intention in the company. This is by research conducted by (Wiadayati & Yunia, 2016). Work environment factors are also an important factor in measuring turnover intention. A good working environment can

minimize turnover intention. This is by research conducted by (Meilano & Nugraheni, 2017).

### Hypothesis

The relationship between independent variables and dependent variables.

1. The effect of career opportunities on turnover intention  
H01: Career opportunities do not affect turnover intention  
H1: There is a negative and significant influence between career opportunities on turnover intention
2. The influence of organizational culture on turnover intention  
H02: Organizational culture does not affect turnover intention  
H2: There is a negative and significant effect of organizational culture on turnover intention
3. The influence of the work environment on turnover intention  
H03: Work environment does not affect turnover intention  
H3: There is a negative and significant influence between work environment opportunities on turnover intention

**RESEARCH METHOD**

This research also includes quantitative correlational research. The correlation method is quantitative correlational research that connects one element/element with other elements to create new forms and forms that are different from before (Sugiyono, 2014). The number of samples used in this study were all outsourcing employees in the customer service field at PT. Railink Medan with a total sample of 111 people, using the saturated sample method where the entire population is used as a sample. The number of samples used in this study were all outsourcing employees in the customer service field at PT. Railink Medan with a total sample of 111 people, using the saturated sample method where the entire population is used as a sample. Based on the results of direct research conducted at PT. Railink Medan, research questionnaires or questionnaires were distributed to outsourcing employees with a total of 111 people. The sample data obtained by the researchers in this study were 95 samples. A total of 30 sample data obtained in this study were used as test instruments and as many as 65 samples were used to test data analysis in this study. Testing the data in this study using multiple linear regression using SPSS software tools.

**RESULT & DISCUSSION**

In this study to determine whether or not there is influence from the independent variables, namely career opportunities (X1) organizational culture (X2) and work environment (X3) on the dependent variable (dependent) turnover intention (Y).

**a. Normality test**

This test is carried out to see if the data is normal or not. Data is said to be normal if sig Kolmogorov Smirlov > 0.05, and data is said to be abnormal if sig Kolmogorov Smirlov < 0.05.

		Unstandardized Residual
N		65
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	4.05394980
Most Extreme Differences	Absolute	.149
	Positive	.069
	Negative	-.149
Kolmogorov-Smirnov Z		1.203
Asymp. Sig. (2-tailed)		.111

Based on the table above, the normality test results obtained with the Kolmogorov-Smirnov test obtained a sig value of 0.111 greater than 0.05, so the research data is normally distributed.

**b. Heteroscedasticity Test.**

Heteroscedasticity occurs due to a change in situation that is not reflected in the specification of the regression model. In this model, the Glejser test is used. The Glejser test is carried out by regressing the independent variables with their residual absolute values (ABS\_RES). If the significance value between the independent variables and the absolute residual is more than 0.05, then there is no heteroscedasticity problem.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.306	1.810		-4.037	.000
	CO	.181	.032	.505	5.677	.000
	OC	.134	.024	.493	5.560	.000
	WI	.147	.060	.217	2.424	.018

a. Dependent Variable: ABS\_RES

We can see the output coefficient table with the Abs\_RES variable acting as the independent variable. Based on the table, it is known that the significant value (sig.) for the career opportunity variable is 0.000. The significant value (sig.) of the organizational culture variable is 0.00 and the significant value of the work environment variable is 0.018. The significant value of the three

variables above is less than 0.05, so according to the basis for decision-making in the Glejser test, it can be concluded that there are symptoms of decision-making in the regression model.

**c. Multicollinearity Test**

A good regression model should not correlate with the independent variables.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	48.302	3.823		12.636	.000		
	CO	-.197	.067	-.327	-2.934	.005	.979	1.022
	OC	-.174	.051	-.380	-3.418	.001	.986	1.014
	WI	-.152	.128	-.134	-1.191	.238	.968	1.033

It is known that the VIF correlates with the unity variable, organizational culture and work environment is less than 10 and the tolerance value is greater than 0.01, it can be concluded that there is no multicollinearity disorder.

**Hypothesis testing**

The effect of the independent variables on the dependent variable was tested with a 95% confidence level or  $\alpha = 5\%$ . Testing the hypothesis based on statistical tests as follows:

**1. Partial test (t-test)**

If the hypothesis is accepted, it is continued with a partial test which is a better t-test. The t-test is used to determine whether the effect of each independent variable on the dependent variable is significant or not. The t-test is used to test whether the hypothesis used is accepted or rejected. To find the t-test value, the SPSS program is used, while to determine whether the value is significant or not, it can be seen from the sig value or by comparing the t-count and t-table values with a significance degree of 0.05.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	48.302	3.823		12.636	.000
	CO	-.197	.067	-.327	-2.934	.005
	OC	-.174	.051	-.380	-3.418	.001
	WI	-.152	.128	-.134	-1.191	.238

a. Dependent Variable: TURNOVER INTENTION

Based on the table above, the sig value for career opportunities is  $0.005 < 0.05$  and the t-value (-2Table is greater than the t-table

value of 1.66864, so H1 is accepted and H0<sub>1</sub> is rejected. it can be concluded that the career

opportunity variable has a contribution to the turnover intention variable.

Furthermore, the organizational culture variable obtained a sig value of  $0.001 < 0.05$  and the calculated t value (-3.418) was greater than the t table value of 1.66864, then H2 was accepted and H0<sub>2</sub> was rejected. it can be concluded that the organizational culture variable has a contribution to the turnover intention variable.

Then on the work environment variable, a sig value of  $0.238 > 0.05$  is obtained and the calculated t value (-1.191) is smaller than the t table value of 1.66864, then H3 is accepted and H0<sub>3</sub> is rejected. it can be concluded that

the work environment variable has no contribution to the turnover intention variable.

## 2. F Test (Simultaneous Test)

The F test was conducted to find out whether the independent variables collectively have a significant influence on the dependent variable. In this case F count is compared with the F table with the following conditions:

- 1) F count < F table then Ho is accepted which means it is not significant
- 2) F count > F table then Ho is rejected and Ha is accepted which means significant

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	365.176	3	121.725	7.060	.000 <sup>a</sup>
	Residual	1051.809	61	17.243		
	Total	1416.985	64			

Based on the table above it is known that the calculated F value of 7.060 is greater than the F Table. So, F count > F table, the career opportunity variables, organizational culture

and work environment simultaneously influence turnover intention variables.

## 3. The coefficient of determination R<sup>2</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508 <sup>a</sup>	.258	.221	4.152

a. Predictors: (Constant), WI, CO, OC

The R square value of 0.258 is greater than 0 (zero). It can be concluded that the variables of career opportunities, organizational culture and work environment affect turnover intention. The ability of the independent variables to affect is good or strong (25.8%).

## DISCUSSION

### Career Opportunities

Based on the results of the research conducted, the results showed that career opportunities can affect the turnover intention of employees from PT. Railink Medan.

The link between career opportunities and turnover intention is explained by (Mobley, 2011) that lack of career opportunities is stated as the main reason for resignation. Knowing one's career aspirations and promotion opportunities will become career expectations that can interact with satisfaction in influencing employee turnover. Career opportunities are indispensable for employees in carrying out work in a company. The higher the potential career opportunities of an employee in the company, the higher the level of job satisfaction of an employee. The results of this study are in line with research conducted by (Hafiz, Parizade, & Hanafi, 2016) that

career opportunities have a negative or inverse effect on turnover intention. If the career opportunities of employees in a company are good, the probability that employees will quit or leave the company will decrease.

### **Organizational culture**

Based on the results of the research conducted, the results showed that organizational culture can influence employee turnover intention from PT. Railink Medan.

A strong organizational culture has a considerable influence on employee behaviour and directly reduces turnover (Robbins S. P., 2006). In a strong culture, the main behaviour of an organization is deeply held and embedded in all its employees. The more employees who receive the value. These values and the greater the commitment to them, the stronger the culture of this organization. This strong culture will form cohesiveness, loyalty and commitment to the organization in its employees, which will reduce the desire for employees to leave the organization. The results of this study are in line with research conducted (Wiadayati & Yunia, 2016) that organizational culture has a negative and significant influence on turnover intention. If a company's organizational culture is good, the probability that employees will quit or leave the company will decrease.

### **Work environment**

Based on the results of the research conducted, the results show that the work environment does not affect the turnover intention of employees from PT. Railink Medan.

The work environment is everything that exists around employees that can influence employees in carrying out the tasks assigned by the company. However, in general, the notion of the work environment is the conditions and atmosphere in which these employees carry out their duties and work to the fullest. The relationship between the work environment and turnover intention is

explained by (Mobley, 2011) that the work environment felt by employees is uncomfortable, causing an intention to leave the company. But if the work environment felt by employees is pleasant, it will have a positive impact on employees, so that it will create a feeling of feeling at home working at the company. The work environment can include the physical and social environment. The physical environment includes conditions of temperature, weather, construction, buildings, and work locations. The social environment includes the social culture in the work environment, the size of the load, the compensation received, work-professional relations, and the quality of work life. The work environment can affect the rate of employee turnover.

The results of this study are different from the research conducted (Meilano & Nugraheni, 2017) that job satisfaction has a negative effect on the variable turnover intention. That means that if a company has a good likelihood that employees want to leave the company will decrease. If a company does not have a good work environment that can support employee performance, then the level of possibility of employees leaving the company will increase

1. Career opportunities have a negative and significant effect on turnover intention
2. Organizational culture has a negative and significant effect on turnover intention
3. The work environment does not affect turnover intention

### **Declaration by Authors**

**Acknowledgement:** None

**Source of Funding:** None

**Conflict of Interest:** The authors declare no conflict of interest.

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How to cite this article: Annisa Maharani, Nazaruddin, Yeni Absah. The influence of career opportunities, organizational culture, and work environment on turnover intention at PT. Medan Railink. *International Journal of Research and Review*. 2023; 10(9): 206-213. DOI: <https://doi.org/10.52403/ijrr.20230923>

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