

The Influence of Organizational Culture, Job Stress on Turnover Intention with Job Satisfaction as an Intervening Variable

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Abstract

*One of the human resource problems faced by startup companies is the high turnover intention of employees working in their companies. Turnover is an actual problem faced by various companies from various industrial and business lines. The purpose of this study is to analyze the influence of organizational culture and Work Stress on Turnover Intention in star up companies in Jakarta. The object of this study consists of 125 selected responses by purposive sampling. The results of this study can be concluded that organizational culture has a negative and significant influence on employee turnover intention in startup companies in Jakarta, organizational culture has a positive and significant influence on job satisfaction, work stress has a positive and significant influence on turnover intention Employees, work stress has a negative and significant influence on employee job satisfaction, job satisfaction has a negative and insignificant influence on employee turnover intention, organizational culture has a negative and significant influence on **turnover intention** through job satisfaction employees, as well as work stress have a positive and significant influence on turnover intention through employee job satisfaction at startup companies in Jakarta.*

Keyword: *organizational culture, turnover intention, startup company, job stress, job satisfaction*

Introduction

Turnover is an actual problem faced by various companies from various industrial and business lines, especially in startup companies. Marikxon (2018) states that a startup is a company that just started at the end of 1990 - 2000, this term itself is usually related to companies that have links to the internet, technology, digital and web. Startup itself is not only a company that uses the internet, technology, applications or social media for its products but can also be in the form of economic movements for the community and services so that people can be independent without the help of larger and established companies.

Based on a survey conducted by Startup Ranking in 2022, the number of start-ups in Indonesia was recorded at 2,346 startups. This number makes Indonesia the country with the highest number of startups in the world and is ranked fifth. Where the first rank is still occupied by the United States.

With the large number of startups in Indonesia, it makes startups vulnerable to various kinds of problems faced. Based on research conducted by the Creative Economy Agency of the Republic of Indonesia in 2018, it was stated that startups in Indonesia have various problems in their business, including capital, human resources, facilities, regulations and laws, and market segmentation.

Table 1. Number of Start-ups in Multiple Countries

No	Nama	Nilai / Startup
1	Amerika Serikat	71.405
2	India	13.244
3	Britania Raya	6.258
4	Kanada	3.332
5	Indonesia	2.346
6	Jerman	2.298
7	Australia	2.276
8	Prancis	1.570
9	Spainyol	1.405
10	Brasil	1.167

Source: databoks

One of the human resource problems faced by startup companies is the high turnover intention of employees working in their companies. Wahyudi and Sabil (2022) stated in their research that employee turnover is said to be normal, ranging from 5 to 10 percent per year and is said to be high if it is more than 10 percent per year. Startup X, Y, Z above is a digital startup company located in the Jakarta area. The digital startup companies above are representatives of several startup companies in Indonesia.

Based on a survey conducted by Alpha JWC Ventures, Kearney, and GRIT in the Growth & Scale Talent Playbook survey report in 2022, it shows that 91% of employees in startup companies have considered leaving the startup where they work for various reasons such as compensation and rewards that do not meet employee expectations, inappropriate company culture and minimal opportunities for growth. Based on reports from Indonesian data, it is revealed that a number of 32% of startup company employees want to resign because of the competition for compensation offered and employees have the potential to change companies if there is an increase in compensation and benefits of around 15-30%. While the other 25% considered leaving their jobs because of the incompatibility of the work culture in the company and the vision and mission owned by the company is not in line with the working style of its employees. As many as 24% of startup workers think the reason for resigning is because there is no room to develop their career and feel stuck with their position. The next most reason for resigning is the lack of flexibility in the workplace which results in work stress, where employees do not feel given autonomy over their work zone, both in terms of working hours, location and other things.

From the initial survey conducted that one of the reasons employees resign and move to other places from startup companies is because it is felt that there is no match between the employee's vision and mission with the company's culture. Corporate culture or organizational culture is defined as a series of core values, interpretations, beliefs and mindsets adopted by all employees in a company and become a pattern of life applied by employees in a company (Angelina et al., 2020). Organizational culture that is considered successful is when employees feel proud to be part of an inseparable company. This happens

because of the recognition and opportunity for employees to develop themselves. Prinabella and Elmi (2023) said that organizational culture does not influence encouraging employee turnover intention, where employees do not make organizational culture their main reason for changing companies. In contrast to the results of other studies, research conducted by Niguse (2019) states that organizational culture affects turnover intention where organizational culture that is considered inappropriate and not in line with employee expectations or preferences will increase employee desire to change jobs and seek career opportunities in other companies. In addition to organizational culture, a factor that can affect employee turnover intentions in startup companies is work stress. Work stress as defined by Christianity (2019) in his research is said to be a feeling experienced by employees when under pressure while undergoing a job. Stress itself can be channeled through unstable emotions, feelings of unrest and also often look moody. Stress can also be part of an employee's characteristics, which occurs when all aspects of the job become unstable. One of the causes of the emergence of turnover intention is the existence of a high level of work stress due to responsibilities that are quite time-consuming and thought-provoking, where employees have difficulty in managing the workload given simultaneously. Bawono and Lo (2020) stated in their research that work stress affects turnover intention, where the higher the level of work stress, the higher the urge to change work intentions. These statements are also supported by Marcella and Ie's (2022) research where employees who feel dissatisfied and depressed in their jobs and do not feel comfortable at the job will encourage turnover intention and cause employees to look for new jobs in other companies.

There was also a gap in the previous study, namely research conducted by Prinabella and Elmi (2019) where there was no influence between organizational culture on turnover intention, and research conducted by Niguse (2019) which found an influence between organizational culture and turnover intention. Kurniawaty et.al. (2019) in his research stated that work stress has a significant positive effect on turnover, with research conducted by Rahman & Syahrizal (2019) which states that work stress has a significant negative effect on turnover intention. Research conducted by Setiyanto & Selvi (2018), states that job satisfaction does not affect the intention to move, while research conducted by Ning Tyas, et.al. (2020) states that job satisfaction has a significant positive effect on the intention to move. According to Mobley in Poeh & Soehari (2019), job satisfaction is the main determinant of the turnover intention variable so researchers added the job satisfaction variable as a mediation variable. Although several previous studies have examined the impact of organizational culture, job stress, and job satisfaction on turnover, in the context of startup companies in Indonesia it is still limited. Based on the description above and the phenomenon that occurs in startups in the Jakarta area, researchers are interested in researching about: The Influence of Organizational Culture, and Work Stress, on Employee Turnover Intention in Jakarta Startup Companies with Job Satisfaction as an Intervening Variable.

Literature Review

Organisational Culture

According to Suprpto & Hermaningsih (2020), organisational culture is a series of values that are applied or preserved in a company. This value must be in accordance with the needs of the company and also the environment in which the company operates. In research conducted by Sule and Saefullah (2019), it was stated that organisational culture is the values and norms adopted and applied by companies and is related to the corporate environment that contains a match between individual values and also company values that will improve

the performance of the company's employees. Tung (2018) defines organisational culture as a series of core values, interpretations, beliefs, and mindsets that are embraced by all employees in a company and also transmitted to new employees in the company.

Based on these studies, it can be concluded that organisational culture is the entire set of values and norms adopted by a company in accordance with the company's environment and is a perception received by employees in the company which then forms a pattern of trust and is used as a guideline in working in the company.

The Effect of Organisational Culture on Turnover Intention

Based on research conducted by Norchoidah (2020) states that organizational culture does not have a significant effect on employee turnover intention, this is also supported by research conducted by Prinabella and Elmi (2023) where the study said that organizational culture does not influence encouraging employee turnover intention, where employees do not make Organizational culture as the main reason for moving companies. In contrast to the results of other studies, research conducted by Niguse (2019) states that organizational culture affects turnover intention where organizational culture that is considered inappropriate and not in line with employee expectations or preferences will increase employee desire to change jobs and seek career opportunities in other companies.

The Influence of Organizational Culture on Job Satisfaction

Jonathan and Andani (2021) stated a positive relationship between organizational culture and job satisfaction, this is in line with research conducted by Surya and Widjaja (2020) where organizational culture has a positive and significant impact on job satisfaction where an organization that has a culture that suits the individuals working in the company will cause job satisfaction. Similarly, Tran (2019) suggests that organizational culture has a significant influence on job satisfaction where organizational culture that can be accepted by employees in a company and has goals that are in line with employees can encourage morale and achieve job satisfaction.

Work Stress

Kristiani (2019) in his research defines work stress as a feeling experienced by employees when under pressure during a job. Stress itself can be channeled through unstable emotions, feelings of unrest and also often look moody. Stress can also be part of an employee's characteristics, which occurs when all aspects of the job become unstable. Handani and Andani (2019) suggest work stress as a dynamic state of a person in the face of demands, limits, and opportunities that are related to the results to be achieved which involve significant unexpected consequences. According to Robbins and Judge (2018) employee work stress is a situation that arises as a result of interactions between work and humans, this character arises due to changes in humans that force them to deviate from their normal functions.

The Effect of Work Stress on Turnover Intention

Based on research conducted by Dewi and Iqbal (2023), where work stress positively affects turnover *intention* where workers feel that their superiors do not provide enough freedom and space for them to carry out their work and are not given space to explore their work, which ultimately increases work stress and encourages *turnover intention*. This is supported by research conducted by Bawono and Lo (2020) where the study

states that work stress affects *turnover intention*, where the higher the level of work stress, the higher the urge to change work intentions. These statements are also supported by Marcella and Ie's (2022) research where employees who feel dissatisfied and depressed in their jobs and do not feel comfortable at the job will encourage *turnover intention* and cause employees to look for new jobs in other companies. It can be said that work stress has a significant effect on the emergence of *turnover intention* in employees where employees do not feel comfortable and feel pressured about their work, this will cause and increase work stress which ends with the urge to leave their jobs and move to other companies.

The Effect of Job Stress on Job Satisfaction

Hakim et al., (2018) in their research found that work stress has a negative influence on *job satisfaction* where the results of the study stated that workers who experience work stress will have an impact on employee performance which will have an impact on *job satisfaction* in the company. Research conducted by Kurniawaty et al., (2019) also supports this statement that work stress affects *job satisfaction* where companies must be able to manage the stress level of their workers well so that *job satisfaction* can increase. Dewi and Iqbal (2023) also stated the same results where work stress had a negative and significant effect on *job satisfaction*. High job stress will reduce employee *job satisfaction*.

Turnover Intention

Tampubolon and Sagala (2020) stated that *turnover intention* is a cognitive response in which employees who have felt that they can move, or seek and find better job opportunities to voluntarily change jobs from themselves. According to Putra (2020), *turnover intention* is an action based on one's personal awareness to move from work to another place that has not yet materialized. As for Yasar and Nugraheni (2020), *turnover intention* is a desire or action from an individual to get out of the place where he works. The dimensions of *turnover intention* based on those described in Moslem and Sary's (2020) research are as follows:

1. Intention to leave is a behavior that reflects a person's individual intention to leave the company.
2. Looking for a new job is a behavior of employees who are looking for other job opportunities outside of their current job.
3. Having the thought of leaving is a thought that employees who want to leave their jobs have.

The Effect of Job Satisfaction on Turnover Intention

Hakim et al., (2018) stated in their research that *job satisfaction* affects *turnover intention* where employees' intentions to leave their companies will be higher if employees do not feel *job satisfaction* at their jobs. Meanwhile, in the research of Dewi and Nurhayati (2021) where if *job satisfaction* is at a low level in a company, it can be said that *turnover intention* in the company will be high, where employees will have more intention to change jobs. Research with similar results was also carried out by Jayasri and Annisa (2023) where it was stated that *job satisfaction* in the company was fulfilled, so it would also reduce the *turnover intention* rate in the company.

The Influence of Organizational Culture on Turnover Intention through Job Satisfaction

Niguse (2019) suggests that *job satisfaction* has succeeded in mediating the relationship between *organizational culture* and *turnover intention*, this is not in line with research conducted

by Kalsum et al., (2022) which states that job *satisfaction* has not succeeded in mediating the influence between *organizational culture* on *turnover intention*. This result is also supported by research conducted by Wahyudi and Sabil (2022) which suggests similar things where the influence of *organizational culture* on *turnover intention* cannot be mediated by *job satisfaction*. The conclusions from several studies on the influence of organizational culture on turnover intention mediated by job satisfaction still give different results.

The Effect of Job Stress on Turnover Intention Through Job Satisfaction

Research conducted by Hakim et al., (2018) found that work stress influences *turnover intention* through *job satisfaction* where employee indication in a company with low work stress will make it easier to achieve job satisfaction which will make the *turnover intention* rate Employees at the company are low. Dewi and Iqbal (2023) also stated the same thing where *job satisfaction* mediates the effect of work stress on *turnover intention* where job satisfaction can strengthen the influence between work stress and *turnover intention*, where although the work stress felt by employees is high, job satisfaction fulfilled then this will reduce the desire of employees to leave their jobs. Research by Balqis et al., (2022) states that different things where job satisfaction cannot mediate the effect of work stress on *turnover intention* where workers have high levels of stress will motivate workers to leave their jobs, and job satisfaction cannot prevent this from happening so that this will further increase employee desire for *turnover intention*.

It can be concluded that the effect of career development on *turnover intention* through *job satisfaction* still has mixed results, where *job satisfaction* as a mediator between career development and *turnover intention* can be said to be a mediator to reduce the rate of *turnover intention*, but in other studies it is said that *job satisfaction* has no effect on mediating career development on *turnover intention*.

Frame of Mind

In this framework, it is explained that *Organisational Culture* is a set of values and norms adopted by a company in accordance with the company's environment and is a perception received by employees at the company. Then form a pattern of trust and be used as a guideline in working in the company. While *Organisational Culture* is a whole series of feelings experienced by employees at work in the face of a demand or being under the pressure of a job that causes feelings of anxiety and makes work unstable. Factors that can cause work stress are organizational culture indicators and environmental indicators with certain indicators to determine work stress itself. *Turnover intention* has several dimensions, namely: intention to leave, job search and thoughts of leaving, and *job satisfaction* is a cognitive response about a person's emotions that can be satisfying or not arising from perceptions of a particular job. Based on the description above, the author formulates the research model as follows:

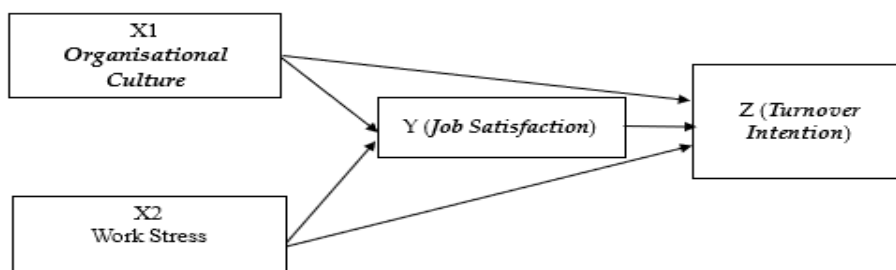


Figure 1: Research Model

Hypothesis

Based on the framework and theoretical foundation that has been described, the hypotheses in this study are as follows:

H1: *Organizational culture* negatively affects *turnover intention*.

H2: *Organizational culture* negatively affects *job satisfaction*.

H3: *Work stress* positively affects *turnover intention*.

H4: *Work stress* negatively affects *job satisfaction*.

H5: *Job satisfaction* negatively affects *turnover intention*.

H6: *Organisational culture* has a positive and significant effect on *turnover intention* through *job satisfaction*

H7: *Job stress* positively affects *turnover intention* through *job satisfaction*

Research Method

The strategy used in this study is to use associative research strategies. According to Sugiyono (2019), associative research is a formulation of research problems that ask the relationship between two or more variables. In this study, associative research strategies were used to identify the extent of the influence of variable X (independent variable) on variable Y either partially or simultaneously.

The sampling procedure used in this study is non-probability with purposive sampling techniques. In this study, the author used a sample size according to Sugiyono (2019) where the analysis used was multivariate with multiple correlations or regression, then, the number of sample members was taken 20 times the number of variables studied. There are 5 variables in this study (independent + dependent), then the number of sample members = 25 X 4 variables = 100. From these calculations, it was determined that the minimum sample in this study was 100 respondents.

Operationalization of Variables and Instruments

The dependent variable in this study is *turnover intention*, while as the independent variable is *organizational culture*, and *work stress*, as well as an intermediate intervening variable located between the independent and dependent variables so that the independent variable does not directly affect the change or emergence of the variable is *job satisfaction*. To measure data from questionnaires, this study used the Likert scale. The Likert scale used in this study is a five-point Likert scale, where each indicator or question has five categories of answers, ranging from 1, "strongly disagree" to 5, "strongly agree".

Variable indicators, scales, and references were used in this study. It will be shown in the section below in Table 2.

Data Analysis Techniques

Data analysis in this study used the Partial Least Square (PLS) approach. PLS is a component- or variant-based Structural Equation Modeling (SEM) equation model. Partial Least Square (PLS) is a causal model that explains the influence between variables

on construct variables (Andreas Wijaya, 2019), PLS-SEM analysis usually consists of two sub-models, namely the measurement model or often called the outer model and the structural model or often called the inner model. The measurement model shows how the manifest variable or observed variable represents the latent variable to be measured. While the structural model shows the strength of estimation between latent variables and constructs (Ghozali & Latan, 2018)

Table 2. Variable Operationalization

Variable	Indicator	Code	Scale	Reference
<i>Organizational Culture</i>	<ol style="list-style-type: none"> 1. Innovation and the courage to take risks 2. Attention to detail 3. Results-oriented 4. Human-Oriented 5. Team-oriented 6. Stable 7. Aggressive 	OC	Interval	Wahyudi and Sabil (2022)
Work Stress	<ol style="list-style-type: none"> 1. Workload 2. Role Conflict 3. Role ambiguity 4. Responsible for others 	SK	Interval	Dewi and Iqbal (2023)
<i>Turnover Intention</i>	<ol style="list-style-type: none"> 1. Thoughts of getting out 2. The desire to search for vacancies 3. Desire to leave the company 	IT	Interval	Dewi and Iqbal (2023)
<i>Job Satisfaction</i>	<ol style="list-style-type: none"> 1. Content of work 2. Supervisi 3. Organizational and Management Circumstances 	JS	Interval	Marcella and Ie (2023)

Result and Discussion

Structural models show the strength of estimates between latent variables or constructs (Ghozali & Latan, 2018). The inner model aims to test the relationship of the constituent indicators of variables (Andreas Wijaya, 2019). Structural model testing is carried out because looking at the R-square value is a goodness-fit model test.

Table 3. Coefficient of Determination (*R-Square*) and Predictive Relevance (*Q-Square*)

Result Coefficient of Determination (<i>R-Square</i>)		
Variable	<i>R-square</i>	Information
<i>Job Satisfaction</i>	0,584	Moderate/Sedang
<i>Turnover Intention</i>	0,685	Moderate/Sedang
Result of Predictive Relevance (<i>Q-Square</i>)		
Variable	<i>Q-square</i>	Information
<i>Job Satisfaction</i>	0,557	Meet Predictive Relevance
<i>Turnover Intention</i>	0,631	Meet Predictive Relevance

Source: Smart PLS 4 Results

In Table 3 of the coefficient of determination test, the *Job Satisfaction* variable has an R2 value of 58.4%, where the *job satisfaction variable can be explained by organizational culture, work stress, and turnover intention variables* and the remaining 41.6% can be explained by other variables that are not contained in this study.

In addition to the *Job Satisfaction* variable, the table also shows the R2 value in the *Turnover Intention* variable is 68.5%, where the *turnover intention variable can be explained by the organizational culture variable, and work stress of 31.5% can be examined by other variables that are not found in this study.*

Based on Table 3, it can be explained that the results of predictive relevance (Q2) analysts on the job satisfaction variable are 0.409 and the Q2 value on the turnover intention variable is 0.631. Where this result is greater than 0 ($Q2 > 0$), it can be explained that the model in this study has met the predictive relevance (Q2).

Based on table 4, where the table shows the overall results of the hypothesis analysis conducted on Smart PLS 4. The p-value is 0.015 in the variable organizational culture, where the value The p-value is less than 0.05. These results prove that organizational culture has a negative and significant influence on turnover of Employees at the company Startup in Jakarta. This result is in accordance with the results of research by Rahmizal and Novia (2021), Pratiwi and Sary (2022), while different results are shown by the research of Wahyudi and Sabil (2022), Niguse (2019).

Furthermore, the variable p-value value for the organizational culture variable on job satisfaction is 0.000 where the p-value value is smaller than 0.05, these results prove that organizational culture has a positive and significant influence on employee job satisfaction in startup companies in Jakarta. The results of this study reinforce the results of research from Khan, et al (2011), Sabri, et al (2011), and Emami, et al (2012), which show evidence of a significant positive relationship between organizational culture and job satisfaction. The results of this study also strengthen the opinion of Robbins (2006) and Steven Set Xaverius Tumbelaka et al, who suggest several important factors that bring more job

satisfaction, the first is work that provides opportunities to use skills, and feedback on how well they work, the next factor is how the working conditions of employees, both in terms of personal comfort and ease of doing work, These things are closely related to the rules and standards that have been determined by the company, while the rules and standards are formed from the organizational culture within the company itself.

The variable work stress on turnover intention has a p-value of 0.000. These results prove that work stress has a positive and significant influence on employee turnover intention in startup companies in Jakarta. The results of this study reinforce the results of research from Hakim et al., (2018), Izzah et al., (2021), and Fitriani and Lo (2020), which stated that there is a significant positive relationship between work stress and turnover intention

Then the variable work stress on job satisfaction has a p-value of 0.010 where the p-value is smaller than 0.05. These results prove that work stress has a negative and significant influence on employee job satisfaction at startup companies in Jakarta. The results of this study are in line with the opinion of Moorhead & Griffin (2003, in Koesmono, 2016), which states that an employee who experiences work stress negatively affects the satisfaction felt at work. The results of this research are also in accordance with research conducted by Agus Setyono et al (2007) which states that job stress has a significant effect on job satisfaction and performance.

Then in the variable job satisfaction to turnover intention, the p-value is 0.25 where the p-value is greater than 0.05. These results prove that job satisfaction has a negative and insignificant influence on employee turnover intention in startup companies in Jakarta. The results of this study are in line with the results of research conducted by (Andini, 2006), Robbins (2019), Ibrahim (2016). Proving the negative influence carried out by researchers seeks to explain that the higher job satisfaction, the intention to leave employees from the company tends to be low. It can be concluded that the effect of Job Satisfaction on Turnover Intention is the high and low level of employee Job Satisfaction which is felt to affect the desire of employees to leave their jobs. If Job Satisfaction is achieved, the Turnover Intention will be lower.

The organizational culture variable on turnover intention through job satisfaction has a p-value of 0.041. This result proves that organizational culture has a negative and significant influence on turnover intention through employee job satisfaction at startup companies in Jakarta. This result is in accordance with the research of Pratiwi and Sary (2022), Rahmizal and Novia (2021)

Furthermore, the variable of work stress on turnover intention through job satisfaction has a path coefficient value of p-value of 0.031. This result proves that work stress has a positive and significant influence on turnover intention through employee job satisfaction at startup companies in Jakarta. The results of this study are in accordance with the research of Izzah et al., (2021), Dewi and Iqbal (2023).

Conclusion

The results of this study can be concluded that *organizational culture has a negative and significant influence on employee turnover intention in startup companies in Jakarta, organizational culture has a positive and significant influence on job satisfaction, work stress has a positive and significant influence on turnover intention* Employees, work stress has a negative and significant influence on employee job satisfaction, job satisfaction has a negative and insignificant influence on employee turnover intention, *organizational culture has a negative and significant influence on turnover intention through job satisfaction employees,*

as well as work stress have a positive and significant influence on *turnover intention* through *employee job satisfaction* at *startup companies* in Jakarta.

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