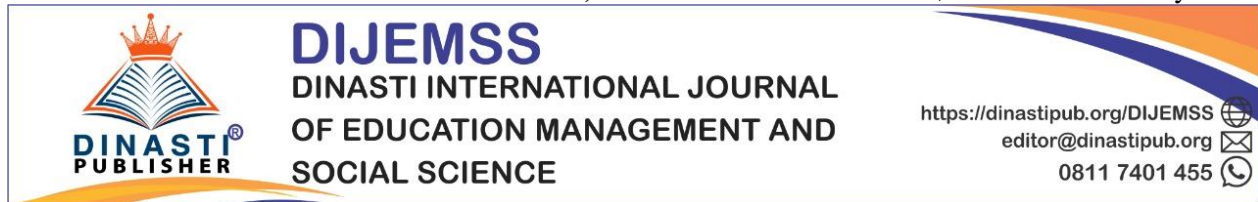


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ORGANIZATIONAL CULTURE, COMPENSATION, AND WORK MOTIVATION HAVE A SIGNIFICANT INFLUENCE ON TURNOVER INTENTION

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Abstract: This study aims to analyze the influence of organizational culture, compensation, and work motivation on turnover intention. This study involved 112 permanent employees at PT Sinergy Information Pratama, and data were collected by giving questionnaires to permanent employees that had been sampled in the study. Data analysis used multiple linear regression analysis with the help of Statistical Package for the Social Sciences version 24 program. The test results of the research instrument were said to be valid and reliable. The results also show that organizational culture has a negative and significant effect on turnover intention, compensation has a negative and significant effect on turnover intention, and work motivation has a negative and significant effect on turnover intention. Therefore, it can be concluded that when organizational culture, compensation, and work motivation decrease, turnover intention will increase and vice versa.

Keywords: Organizational Culture; Compensation; Work Motivation; Turnover Intention.

INTRODUCTION

Human resources are basically the main assets for a company. Human resources are sources of strength that come from humans that can be utilized by organizations to achieve goals (Aljabar, 2020). Therefore, an organization or company must pay attention to every employee involved in it so that they can contribute optimally. Currently, the high level of turnover intention is starting to become a serious problem for companies. Turnover intention is a condition where workers have conscious intentions or tendencies to look for other jobs as alternatives in different organizations (Noerchoidah, 2020).

Currently, one of the private companies in Indonesia is experiencing the same thing related to turnover intention. PT Sinergy Information Pratama (PT SIP) which is engaged in

Information Technology which focuses on providing integrated network infrastructure solutions, computers, and application providers both software and hardware for the business development needs of a company, such as network or server management services and computer network tools, as a service provider for telecommunications network installation projects, and installation of network cable terminal cabling systems (server room installation). Established in 2006 until today, having its address at Jl. Puri Indah Raya, Blok A3/2, No. 33-35, South Kembangan, Kembangan, West Jakarta which currently has 112 permanent employees.

Turnover intention What has happened in this company is quite high and this is evidenced from the data on the entry and exit of employees in the last 3 years, namely in 2018 employee turnover was 7.41% of a total of 138 employees, and in 2019 it also increased by 1.22% from 7.41% to 8.63%, and the highest increase occurred in 2020 which was 3.28 % from 8.63% to 11.91%. In addition, based on the results of interviews with the company's HRD Manager, he also said that the turnover rate should not be more than 5% annually, but in fact the turnover intention that occurred at PT SIP still exceeds the target set by the company. This is also supported by the results of a pre-survey of 50 respondents where the majority of respondents also answered "yes" regarding thinking, and intending to leave or leave the current company if they get a better company.

Decision employees or the willingness of employees to leave the organization has always been a big question mark for the organization (Mahdi et al., 2012). Based on the results of the ipra survey of 50 permanent employee respondents to see the dominant factor causing high turnover intention, the results prove that the majority of employees answered that it was not related to the existence of good organizational culture, compensation, and work motivation at PT SIP. Organizational culture is the character of the company which consists of components that can be observed and which cannot be observed (Herminingsih, 2011). Based on Pre-survey results also prove that of 50 respondents the majority of respondents answered that it was not related to initiative, innovation and the courage to take risks, respondents also felt that their work was not careful and thorough so that mistakes often occurred at work, there was no conformity with the rules and procedures applicable in the company, lack of teamwork, and conditions corporate organizations that are less comfortable to live with.

In addition to organizational culture, another factor that causes high turnover intention based on field observations, pre-surveys and research is the existence of compensation that is not in accordance with what is expected by employees (Abidin, 2019). Compensation is income in the form of money, goods directly or indirectly received by employees in return for services provided to the company (Hasibuan, 2012).

Based on the results of the pre-survey of 50 respondents, the majority of the answers were not related to salaries, bonuses, and incentives, benefits, and facilities provided to employees who have not been able to meet the expectations of employees to be more enthusiastic in the work they do. This proves that the direct or indirect compensation provided by the company cannot be said to be good because the facilities and benefits obtained have not been said to be sufficient to meet the expectations of employees regarding this compensation.

From the above understanding, apart from organizational culture and compensation, it turns out that work motivation can also affect the level of turnover intention in a company. Motivation comes from the Latin word (*movere*) which means encouragement, driving force or force that causes an action or deed (Suwanto and Donni, 2011). Based on the pre-survey results from 50 respondents, the majority of respondents answered that they were not related to things related to physiological needs, a sense of security at work, social needs, company appreciation for employees, and the need for self-actualization opportunities in the company.

Based on the description of the background phenomenon above, it shows that how important it is for an organizational culture, compensation, and work motivation to be managed properly in order to reduce the level of turnover intention at PT Sinergy Information Pratama. based on this, the author feels interested in conducting more in-depth research regarding the influence of organizational culture, compensation, and employee work motivation on turnover intention at PT Sinergy Information Pratama.

LITERATURE REVIEW

Meanwhile, Turnover intention can be said as an individual's desire to leave and move looking for other better alternative jobs (Rizqa and Herminingsih, 2020). The high turnover intention in a company can be influenced by several things, including the organizational culture of a company. Organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations (Robbins and Judge, 2015). Meanwhile, According to (Robbins, 2013), a strong culture leads to higher agreement between individual, high level of consistency in behavior, cohesiveness, loyalty, organizational commitment and reduction *turnovers*. So, according to (Bosomtwe and Obeng , 2018), culture has an important effect on employee behavior such as turnover intention. (Niguse, 2019) also mentions that organizational culture affects attitudes employees, which in turn induce or contribute to the outcome something organization. According to (Bosomtwe and Screwdriver, 2018) revealed that the perception of higher cultural traits match with more employee turnover intention low, then to reduce the intention move, organizational culture must be improved. This result is also supported by research from (Idiegbeyan-Ose, J., et.al, 2018), (Bosomtwe, et. al, 2018), (Chinelo, 2020), (Jahya., et. Al, 2020), (Alzub, 2018), (Smirnova, et.al, 2017), (Dhananjaya., & Dewi, 2019), (Sari, et.al, 2019), (Alyani, 2020) who in his research states that

there is a negative and significant relationship between organizational culture and turnover intention, which means that a high organizational culture means that organizational culture is high *employee turnover intention will be more low*, and vice versa.

In addition to organizational culture, another factor that causes high turnover intention is the existence of compensation that is not in accordance with what is expected by employees. Meanwhile, according to (Muttaqin and Herminingsih, 2013), compensation is everything that employees receive as compensation for their work. Compensation is divided into two, namely: Direct compensation in the form of salaries, wages and incentives; and indirect compensation in the form of insurance, benefits, leave, awards. The results of Putrianti's research (2014) show that compensation is one of the dominant factors in influencing turnover intention.

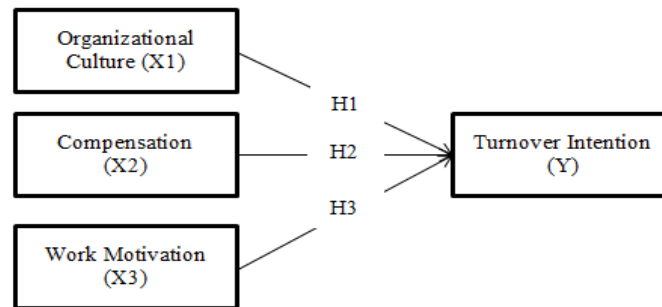
Compensation refers to the salary or benefits that employees receive from the organization or company for services or work that employees have provided for the company. According to (Wibowo, 2016) also said that compensation has a big influence on the high and low turnover intention of employees. This also agrees with the results of research from (Nurfadilah, et. Al, 2018), (Silaban., & Syah, 2018), (Parashakti., et.al, 2017), (Chepchumba., & Kimutai, 2018), (Sugiharjo., & Venewjila, 2018), (Vizano., et.al, 2020), (Sundari., et.al, 2019), (Komara., et.al, 2017), which states that compensation has a negative and significant effect on employee turnover intention, which means that when compensation increases, turnover intention will decrease, and if compensation decreases, turnover intention will increase.

From the above understanding, apart from organizational culture and compensation, it turns out that work motivation can also affect the level of turnover intention in a company. According to (Robbins and Judge, 2015) motivation is a process that describes a person's strength, direction, and persistence in an effort to achieve goals.

According to (Maulana, 2015) motivation if it is not properly facilitated will make employee turnover intention high. Meanwhile, according to (Taslim, 2011) explains that employee motivation can significantly reduce employee turnover intention and increase harmony in the workplace. In addition, (Matko and Takacs, 2017) also stated that most employees have agreed that they will not leave the organization, if they are motivated.

The explanation above reveals that work motivation will have a negative effect on turnover intention, this also agrees with the results of research from (Gan, KP, et. al, 2020), (Abidin, 2019), (Mustafa, & Ali, N., 2019), (Oktavio., et. al, 2020), (Fauziah., & Widowati, 2018), (Faaroek, 2021), (Winoto., 2019), (Tjendra, 2019) which revealed that work motivation has a negative and significant effect on turnover intention, which means that when and the expectations of an employee are not achieved, this will lead to an increase in turnover intention in a company and vice versa if the motivation given by the company is high, the

turnover intention level will be lower. This explanation can also be explained with the conceptual framework described below to facilitate understanding of the relationship between the influence of variables in research. The following is the conceptual framework and it is hypotheses:



Picture 1. Research conceptual framework

1. Hypothesis 1 (H1): organizational culture has a negative and significant effect on turnover intention
2. Hypothesis 2 (H2): compensation has a negative and significant effect on turnover intention
3. Hypothesis 3(H3): work motivation has a negative and significant effect on turnover intention.

Based on the explanation and the picture above about organizational culture, compensation and work motivation, it can be concluded that the better the organizational capital, the better the motivation and the lower the motivation, the lower the motivation in the company, the greater the overwork power is also increased. Even the intention of i will become higher and higher.

RESEARCH METHODS

This research was carried out from March 12, 2021 to November 29, 2021 at an Information Technology company in West Jakarta. This study uses a survey method which aims to explain the effect of the independent variable on the dependent variable through hypothesis testing. Variable determination is based on theoretical justification. The population used is all permanent employees who work at PT SIP with a total sample of 112 people as respondents.

All variables are arranged in a questionnaire consisting of dimensions which are translated into indicators. While the primary data was collected using a questionnaire, which was filled out by the respondents in a self-report via a google form that had been prepared by the author. After that the respondents also filled out a questionnaire based on self-perception using a Likert scale for measuring questions 1 to 5. Furthermore, the techniques used for data collection were observation and interviews, which this technique was more to emphasize misinterpretations

between respondents and researchers. The data analysis used is divided into two parts, namely descriptive statistical analysis and verification analysis with multiple linear regression analysis. The data was processed using SPSS (*Statistical Package for the Social Scientists*) version 24.

FINDINGS AND DISCUSSION

Based on the processing and discussion of the data, conclusions and suggestions are drawn as answers to the formulation of the research problem. Furthermore, validity and reliability tests are used with the criteria that rcount must be greater than r-table (0.1857) and the value of *Cronbach's Alpha* more than 0.6 (Sunyoto, 2011). The results of the validity and reliability tests are shown in Table 1. below.

Table 1. Validity and Reliability Test Results

| | r-count | Validity | Cronbach's Alpha | Reliability |
|-------------------------------|---------|----------|------------------|-------------|
| Organizational culture | | | | |
| Innovation And Risk Taking | 0.703 | Valid | 0.961 | Reliable |
| Attention to Details | 0.677 | Valid | | |
| Result Orientation | 0.691 | Valid | | |
| Individual Orientation | 0.735 | Valid | | |
| Team Orientation | 0.826 | Valid | | |
| Aggression | 0.829 | Valid | | |
| Stability | 0.797 | Valid | | |
| Compensation | | | | |
| Direct Compensation | 0.804 | Valid | 0.958 | Reliable |
| Indirect Compensation | 0.774 | Valid | | |
| Work motivation | | | | |
| Physiological Needs | 0.858 | Valid | 0.981 | Reliable |
| Safety Needs | 0.914 | Valid | | |
| Social Needs | 0.929 | Valid | | |
| Self-Esteem Needs | 0.909 | Valid | | |
| Self-Actualization Needs | 0.831 | Valid | | |
| Turnover Intention | | | | |
| Thinking To Get Out | 0.736 | Valid | 0.929 | Reliable |
| Desire to find another job | 0.836 | Valid | | |
| Intention To Get Out | 0.764 | Valid | | |

Source: Processed Research Data, 2021

Table 2 shows that male and female respondents were 81 (72.32%) and 31 (27.68%) people, respectively. From the table below, it can be seen that the respondents aged 20 years, 21-30 years old, 31-40 years old, and > 40 years were 14 (12.50%), 62 (55.36%), 29 (25.89%), and

7 (6.25%) people. Furthermore, it is known that the number of educated respondents (Middle School/Equivalent, SMA/SLTA/Equivalent, Diploma (D1-D3), and Bachelor degree) were 5 (4.46%), 45 (40.18%), 5 (4.46%) and 57 (50.90%) people. And the table also shows that the division/department (Human Resources Operations (HFM, GA, FL, Ancillary), sales, Operations (SOL, PMO, SID, MSM, SIM), and Finance & Accounting) each is 20 (17.86%), 51 (45.54%), 29 (25.89), and 12 (10.71%).

Table 2. Characteristics of Respondents

| Respondents' Descriptive by Gender | | | |
|--|---|--------------------------|-----------------------|
| No. | Gender | Number of people) | Percentage (%) |
| 1. | Man | 81 | 72.32 |
| 2. | Woman | 31 | 27.68 |
| | Total | 112 | 100 |
| Respondents' Descriptive by Age | | | |
| 1. | 20 years | 14 | 12.50 |
| 2. | 21-30 years old | 62 | 55.36 |
| 3. | 31-40 years old | 29 | 25.89 |
| 4. | > 40 years | 7 | 6.25 |
| | Total | 112 | 100 |
| Respondents' Descriptive Based on Last Education | | | |
| 1. | Middle School/Equivalent | 5 | 4.46 |
| 2. | SMA/SLTA/Equivalent | 45 | 40,18 |
| 3. | Diploma (D1-D3) | 5 | 4.46 |
| 4. | Bachelor degree) | 57 | 50,90 |
| | Total | 112 | 100 |
| Respondent's Descriptive Based on Division/Department | | | |
| 1. | Human Resources Operations (HFM, GA, FL, Ancillary) | 20 | 17.86 |
| 2. | Sales | 51 | 45.54 |
| 3. | Operations (SOL, PMO, SID, MSM, SIM) | 29 | 25.89 |
| 4. | Finance & Accounting | 12 | 10.71 |
| | Total | 112 | 100 |

Source: Processed Research Data, 2021

Based on respondents' answers, the organizational culture variable has the highest average score on the dimensions of aggressiveness and stability/steadiness which is 3.08, then followed by dimensions of team orientation, attention to detail, individual orientation, result orientation and innovation and risk taking with an average dimension of 2.94; 2.75; 2.67; 2.61;

and 2.43. Because the respondent's answer score is between 1 to 5, the condition of organizational culture is not optimal because overall it has a score of less than 4.

Table 3. Variable Descriptive Statistics

| | n | Minimum | Maximum | Dimensions Average | Std. Deviation |
|-------------------------------|-----|---------|---------|-----------------------|-------------------|
| Organizational culture | | | | | |
| Innovation And Risk Taking | 112 | 1.00 | 5.00 | 2.43 | 1.142 |
| Attention to Details | 112 | 1.00 | 5.00 | 2.75 | 1.217 |
| Result Orientation | 112 | 1.00 | 5.00 | 2.61 | 1,244 |
| Individual Orientation | 112 | 1.00 | 5.00 | 2.67 | 1,287 |
| Team Orientation | 112 | 1.00 | 5.00 | 2.94 | 1,281 |
| Aggression | 112 | 1.00 | 5.00 | 3.08 | 1,279 |
| Stability | 112 | 1.00 | 5.00 | 3.08 | 1,268 |
| Compensation | | | | | |
| Direct Compensation | 112 | 1.00 | 5.00 | 3.17 | 1,224 |
| Indirect Compensation | 112 | 1.00 | 5.00 | 2.85 | 1.174 |
| Work motivation | | | | | |
| Physiological Needs | 112 | 1.00 | 5.00 | 3.00 | 1,282 |
| Safety Needs | 112 | 1.00 | 5.00 | 3.09 | 1.336 |
| Social Needs | 112 | 1.00 | 5.00 | 3.11 | 1.326 |
| Self-Esteem Needs | 112 | 1.00 | 5.00 | 3.19 | 1.346 |
| Self-Actualization Needs | 112 | 1.00 | 5.00 | 3.13 | 1,330 |
| Turnover Intention | | | | | |
| Thinking To Get Out | 112 | 1.00 | 5.00 | 3.72 | 1.071 |
| Desire to find another job | 112 | 1.00 | 5.00 | 3.44 | 1.123 |
| Intention To Get Out | 112 | 1.00 | 5.00 | 3.59 | 1.083 |

Source: Processed Research Data, 2021

Based on respondents' answers, the compensation variable has the highest average score on the direct compensation dimension, which is 3.17, followed by dimension of indirect compensation with an average dimension of 2.85. Because the respondent's answer score is between 1 to 5, the compensation condition is not optimal because overall it has a score of less than 4.

Furthermore, based on respondents' answers, the work motivation variable has the highest average score on the dimension of self-esteem needs, which is 3.19, followed by successively dimensions of self-actualization needs, social needs, safety needs, and physiological needs with an average dimension of 3.13; 3.11; 3.09; and 3.00. Because the respondent's answer score is between 1 to 5, the compensation condition is not optimal because overall it has a score of less than 4.

Final, based on respondents' answers, the variable turnover intention has the highest average score on the dimension of thinking to leave, which is 3.72, followed by successively dimensions of intention to leave and the desire to find another job with an average dimension of 3.59 and 3.44. Because the respondent's answer score is between 1 to 5, the compensation condition is not optimal because overall it has a score of less than 4. Based on the data in Table 4, it can be obtained the results of multiple linear regression analysis with the following regression equation: $Y = 2.924 - 0.271 X_1 - 0.306 X_2 - 0.278 X_3 + e$.

Table 4. Multiple Linear Regression Analysis Results

| Model | Unstandardized Coefficients | | Standardized Coefficients |
|-----------------------------|-----------------------------|------------|---------------------------|
| | B | Std. Error | Beta |
| 1 (Constant) | 2,924 | 0.116 | |
| Organizational Culture (X1) | -0.212 | 0.062 | -0.271 |
| Compensation (X2) | -0.220 | 0.060 | -0.306 |
| Work Motivation (X3) | -0.184 | 0.057 | -0.278 |

Source: SPSS data processed by the author, 2021

Based on the mathematical equation of multiple linear regression, it can be concluded that the constant of 2,924 indicates that the value of the turnover intention constant is without the influence of organizational culture, compensation and work motivation. Organizational Culture Variables (X1), Compensation (X2), and Work Motivation Variables (X3) have negative regression coefficients, meaning that if the organizational culture variables (X1), Compensation (X2), and Work Motivation Variables (X3) decrease, turnover intention in This IT company will also experience an increase in the value of its regression coefficient, respectively -0.271, -0.306, and -0.278.

In addition, based on the multiple linear regression equation in Table 4 above, it can also be seen that the most dominant variable is the Compensation variable (X2) with a regression coefficient value of -0.306 which means that compensation in this IT company has a fairly large first role compared to Organizational Culture and Work Motivation which can affect the intention to leave the employees at PT SIP.

**Table 5. Normality Test Results with Kolmogorov-Smirnov (KS) Statistical Test
One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|--------------------------|----------------|-------------------------|
| N | | 112 |
| Normal Parameters, b | mean | ,0000000 |
| | Std. Deviation | 5.29443953 |
| Most Extreme Differences | Absolute | 0.059 |
| | Positive | 0.059 |

| | | |
|-----------------------|----------|----------|
| | negative | -0.033 |
| Test Statistics | | 0.059 |
| asyp. Sig. (2-tailed) | | 0.200c,d |

Source: SPSS data processed by the author, 2021

Based on Table 5 above, it can be concluded that the Asymp value. Sig (2-tailed) from the Kolmogorov Smirnov (KS) test is 0.200, which means it is greater than 0.05. So it can be concluded that the residual data is normally distributed.

Table 6. Multicollinearity Test Results

| Information | Collinearity statistics | |
|------------------------|-------------------------|-------|
| | Tolerance | VIF |
| Organizational culture | 0.779 | 1,283 |
| Compensation | 0.761 | 1.314 |
| Work motivation | 0.688 | 1,454 |

Source: SPSS data processed by the author, 2021

Based on the results of the multicollinearity test in Table 6 above, it shows that all independent variables in this study have a tolerance value > 0.10 and a VIF value < 10. So it can be concluded that there is no multicollinearity between independent variables in the regression model.

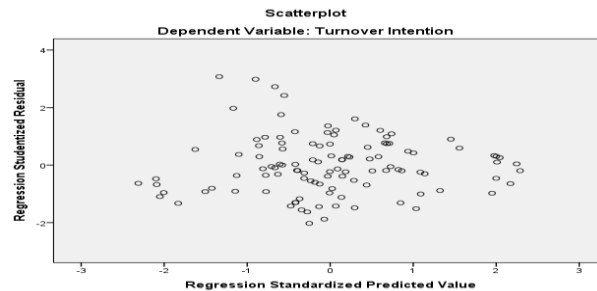


Figure 2. Graph Results of Heteroscedasticity Test

Source: SPSS data processed by the author, 2021

The results of the scatterplot graph presented above show that the points spread randomly and are spread above and below the number 0 on the Y axis, and do not have a clear pattern or form a pattern. Based on the picture above, it can be concluded that there is no heteroscedasticity problem in the regression model, so the regression model is feasible to be used as a predictive tool.

Table 7. F Statistic Test Results (Simultaneous)

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|--------|--------|
| Regression | 3471,969 | 3 | 1157,323 | 40,171 | 0.000b |
| Residual | 3111.451 | 108 | 28.810 | | |

Total 6583,420 111

Source: SPSS data processed by the author, 2021

By comparing f_{count} and f_{table} , it is obtained that f_{count} (40.171) is greater than f_{table} (2.69), and the significance value is 0.000 less than the 0.05 significance level, then the probability value is less than 0.05 then the model is accepted, so it can be concluded that Organizational Culture, Compensation and Work Motivation together have a positive and significant effect on Turnover Intention at PT SIP.

Table 8. Coefficient of Determination Test Results (R²)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------|----------|-------------------|----------------------------|
| 1 | 0.726a | 0.527 | 0.514 | 5,367 |

Source: SPSS data processed by the author, 2021

Based on Table 8 above, it can be seen that the coefficient of determination (R²) shows the Adjusted R Square number of 0.514 or 51.4% which means that the Turnover Intention variable can be explained by the variables of Organizational Culture, Compensation, and Work Motivation. The remaining 0.486 or 48.6% can be explained by other variables outside of this study. The hypothesis testing of this study was conducted by comparing the values of t_{count} and t_{table} -1.98217 with a significance of less than 0.05. Based on Table 9 below, hypothesis testing 1, 2, and 3 is supported by research. Which means that organizational culture, compensation, and work motivation partially have a negative and significant effect on turnover intention.

Table 9. T Test Results (Partial)

| Model | t | Sig. |
|-----------------------------|--------|-------|
| 1 (Constant) | 26.307 | 0.000 |
| Organizational Culture (X1) | -3.401 | 0.001 |
| Compensation (X2) | -4,340 | 0.000 |
| Work Motivation (X3) | -4,261 | 0.000 |

Source: SPSS data processed by the author, 2021

The results of the hypothesis test show that organizational culture has a significant negative effect on turnover intention. The results of this study are also in line with research from Idiegbeyan-Ose, J., et.al (2018), Bosomtwe, et. al, (2018), Chinelo, (2020), Jahya., et. al (2020), Alzub, (2018), Smirnova, et.al, (2017), Dhananjaya., & Dewi (2019), Sari, et.al, (2019), Alyani, (2020) who in his research states that there is a negative and significant relationship between organizational culture and turnover intention, which means that a high organizational culture means that organizational culture is high *employee turnover intention will be more low*, and vice versa.

Furthermore, compensation has a significant negative effect on turnover intention. The results of this study are also in line with research from Nurfadilah, et. al (2018), Silaban., & Syah, (2018), Parashakti., et.al, (2017), Chepchumba. & Kimutai, (2018), Sugiharjo., & Venewjila, (2018), Vizano., et.al (2020), Sundari., et.al (2019), Komara., et.al, (2017), which states that compensation has a negative and significant effect on employee turnover intention, which means that when compensation increases, turnover intention will decrease, and if compensation decreases, turnover intention will increase.

Furthermore, work motivation also has a significant negative effect on turnover intention. The results of this study are also in line with research from Gan, KP, et. al (2020), Abidin, (2019) Mustafa, & Ali, N. (2019), Oktavio., et. al, (2020), Fauziah., & Widowati (2018), Faaroek, (2021), Winoto., (2019), Tjendra, (2019) which revealed that work motivation has a negative and significant effect on turnover intention, which means that when and the expectations of an employee are not achieved, this will lead to an increase in turnover intention in a company and vice versa if the motivation given by the company is high, the turnover intention level will be lower.

Based on Table 10 below, it can be obtained an explanation of the correlation matrix between dimensions, namely On the organizational culture variable on turnover intention, the highest dimension correlation is the result orientation towards thinking about leaving at -0.577. Furthermore, on the variable of compensation to turnover intention, the highest dimension correlation is indirect compensation to the desire to find another job of -0.492. Furthermore, on the variable of work motivation on turnover intention, the highest correlation dimension is the need for self-actualization to thinking about leaving -0.553.

Table 10. Correlation Test Results between Dimensions

| Variable | Dimension | Turnover Intention | | |
|-----------------------------|-----------|--------------------|---------------|--------|
| | | Y1 | Y2 | Y3 |
| Organizational culture (X1) | X1.1 | -0.548 | -0.545 | -0.520 |
| | X1.2 | -0.511 | -0.486 | -0.491 |
| | X1.3 | -0.577 | -0.554 | -0.559 |
| | X1.4 | -0.302 | -0.378 | -0.353 |
| | X1.5 | -0.264 | -0.309 | -0.246 |
| | X1.6 | -0.242 | -0.300 | -0.255 |
| | X1.7 | -0.387 | -0.469 | -0.380 |
| Compensation (X2) | X2.1 | -0.472 | -0.482 | -0.480 |
| | X2.2 | -0.411 | -0.492 | -0.481 |
| Work motivation (X3) | X3.1 | -0.530 | -0.484 | -0.487 |
| | X3.2 | -0.453 | -0.487 | -0.473 |
| | X3.3 | -0.532 | -0.534 | -0.508 |
| | X3.4 | -0.523 | -0.541 | -0.500 |
| | X3.5 | -0.553 | -0.510 | -0.493 |

Source: Processed by SPSS, 2021

In addition, for the correlation test results between dimensions between organizational culture, compensation and work motivation variables on turnover intention, it is seen that all dimensions have a negative correlation value, which means that when organizational culture, compensation and work motivation decrease, turnover intention will increase and vice versa.

CONCLUSION AND RECOMMENDATION

It is concluded that the compensation variable has a negative and significant effect on turnover intention, and is the dominant variable in multiple linear regression analysis with correlation results between dimensions where indirect compensation has the highest value. Furthermore, the organizational culture variable has a negative and significant effect on turnover intention, with the highest correlation between dimensions being the outcome orientation dimension. And the variable of work motivation has a negative and significant effect on turnover intention, and has the highest correlation between dimensions, namely self-actualization. This study proves that organizational culture, compensation, and work motivation partially have a negative and significant effect on turnover intention at PT SIP.

It is recommended that PT Sinergy Information Pratama can work more together to build a work culture that can balance each other between employees and the company, for example by providing work supervision without intimidating, and giving trust without testing because organizational culture is the main focus towards which the company will be brought and built, a good culture is a culture that can bring all members in it walk hand in hand to achieve the organizational goals that have been set previously.

In addition, the company can also continue to pay attention to the wishes and expectations of its employees by filling out regular surveys about how employees feel about the company, especially for the compensation system. Filling out this survey is expected to be an intermediary for employee input and responses to management to find out the actual needs of employees, and the company is also expected to be able to provide more space so that employees can contribute to every problem in the company, this contribution can be done by involving employees in every office activity, providing training for the development of interests and talents, providing opportunities for career advancement and other things that can show that employees are important to the company.

Final, The author also suggests that PT SIP can reduce the desires, thoughts and intentions of leaving employees from the company by conducting periodic employee evaluations so that employees can have the opportunity to improve their careers for a better future for employees. In addition, the workload given should be calculated properly so that each employee does not have a workload, especially in achieving company targets that are too heavy.

The limitation of this research is that it was only conducted in one population in one private IT company, so it cannot be generalized to all private IT companies in Indonesia. For further research, it is recommended to do further research with different objects, more respondents and study more deeply about what factors influence turnover intention. Especially other factors or variables that have not been studied by the author in this study, as well as Further

researchers are also advised to choose companies engaged in other fields that are willing to provide more information to researchers for research research in order to make it easier for further researchers to obtain the required data.

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