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The Influence of Job Training and Organizational Culture on Employee Job Satisfaction and Its Impact on Turnover at PT Len Industri (Persero)

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Abstract: This paper seeks to evaluate the effect of job training and organizational culture on job satisfaction and its effect on turnover intentions at PT Len Industri (Persero) after it changed its status to the Defense Industry Holding, Defend ID. This is due to the organizational restructuring and changes in human resources management that have resulted in changes in the organizational system, as evidenced by low scores in the Career and Development and Growth and Development factors, among others. This proposed study involves an associative quantitative approach with an explanatory design, where 162 valid questionnaires were collected through purposive sampling of employees in the directorate with the lowest performance score. The data were collected by a five-point Likert-scale questionnaire and analyzed by means of PLS-SEM using SmartPLS 4.0. Results indicate that both job training and organizational culture have positive and significant effects on job satisfaction, while the latter was the strongest predictor. Further, it is found that job satisfaction has a negative and significant effect on turnover intention and significantly mediates the relationships between job training and turnover intention as well as between organizational culture and turnover intention. These findings underlined the central role of job satisfaction as a psychological mechanism linking human capital development and organizational environment to employee retention and provided practical insights for strengthening training effectiveness and organizational culture in support of workforce stability in view of the Defend ID transformation.

Keyword: Job training, Organizational Culture, Job Satisfaction, Turnover

INTRODUCTION

The transformation of PT Len Industri (Persero) into the Defense Industry Holding (Defend ID) since 2022 represents a national strategy to strengthen the independence of the defense industry. This change has brought significant adjustments in organizational structure, work culture, and human resource development to align with Defend ID's vision, namely

“Building National Defense Independence through Synergy and Innovation.” In this transformation process, (Ningrum & Nurhayaty, 2025).

Although various development programs have been implemented, their effectiveness still needs to be examined. The 2024 Satisfaction & Engagement Survey shows that the *Career and Development* (65.51) and *Growth and Development* (65.44) aspects received the lowest scores, indicating obstacles in career development and work culture. This suggests that the job training and organizational culture implemented have not yet had an optimal impact on employee perceptions and satisfaction (Anugra et al., 2025).

Job training plays an important role in improving competence and job satisfaction, especially in a strategic industry environment that demands high adaptability. Training that is irrelevant or poorly evaluated can lead to competency mismatches and low motivation (Salsabila et al., 2025). In addition, organizational culture is a key factor influencing employee behavior and loyalty. A strong culture enhances cohesion, motivation, and commitment to organizational goals (Wicaksono, 2020).

Below is a summary of the internal survey results that form the basis of the research phenomenon:

Table 1. Results of the 2024 Satisfaction & Engagement Survey of PT Len Industri (Persero)

Assessment Aspect	Category		Score (2024)	Interpretation
Career and Development	Satisfaction with career development	with career	65.51	Lowest, requires improvement
Growth and Development	Engagement opportunities	with growth	65.44	Lowest, requires policy intervention
Reward and Recognition	Satisfaction with recognition	with work	71.22	Fairly good
Work Environment	Satisfaction with working conditions	with working	73.68	Good
Leadership	Leadership style and direction		74.11	Good
Organizational Commitment	Loyalty to the company		72.87	Stable
Average Satisfaction	Total	—	70.97	Moderate, needs improvement

Source: Internal Data of PT Len Industri (Persero), 2025.

The low scores in career development and individual growth aspects indicate gaps in the training system and the internalization of organizational culture. This condition is reinforced by findings that only one out of six directorates achieved 100% performance targets, as well as the presence of employee turnover, which indicates declining job satisfaction and work commitment (Astuti et al., 2025).

Job satisfaction is affected by training, organizational culture, and development. In a situation where job satisfaction is low, an individual will lose loyalty and tend to have a high turnover intention (Wulandari & Erdiansyah, 2024). Thus, job training and organizational culture are proposed to be variables that mediate job satisfaction, which further affects turnover intention.

Based on this phenomenon, this research will examine the impact of job training and organization culture towards job satisfaction and its role in turnover intention at PT Len Industri (Persero), in order to provide valuable inputs for management related to the successful transformation of the Defend ID.

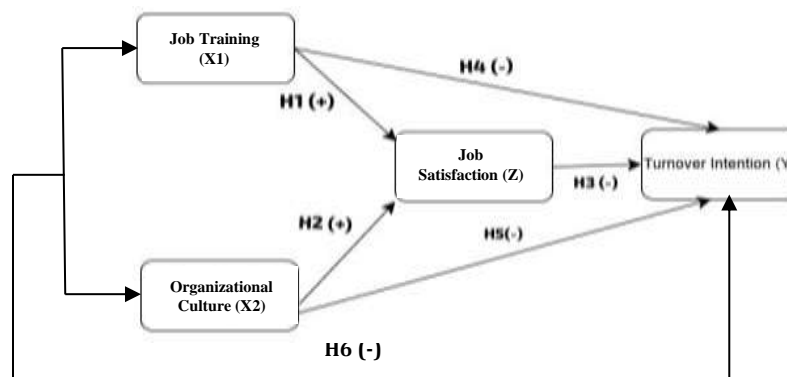
METHOD

Research Design and Approach

This paper uses a quantitative associative method, as it will be applied in analyzing direct and indirect relationships of variables and investigating cause-and-effect relationships between job training, organizational culture, job satisfaction, and turnover intention. This is the most relevant method for describing empirical relationships between the mentioned latent variables in statistics. The type of research design used for the research will be explanatory and will rely on hypothesis testing that has been justified on the basis of previous theoretical and empirical studies. The type of data analysis that will be used on the research will rely on Partial Least Squares – Structural Equation Modeling (PLS-SEM) and will make use of the SmartPLS 4.0 tool. The researcher chooses to make use of PLS-SEM because the method of modeling will help when the model tested becomes complex and includes mediator effects and since

Research Framework

The conceptual model specifies Job Training (X_1) and Organizational Culture (X_2) as the exogenous variables, which influence Job Satisfaction (Z), acting as a mediating variable, and eventually, job satisfaction influences Turnover Intention (Y), which is the endogenous variable. Furthermore, job training and workplace culture are expected to exert direct influences on turnover intentions. The model above is an indication of the belief in the notion that proper job training and a good corporate culture are responsible for increasing employee job satisfaction, which is expected to reduce employee turnover intentions in the organization.



Source: Research Results

Figure 1. Research Framework

Anchored on the theoretical foundation and findings from previous studies, the research formulates the following hypotheses:

- H1: Job training is significantly and positively related to job satisfaction.
- H2: Organisational culture has a positive and significant impact on job satisfaction.
- H3: Job training impacts negatively and significantly on turnover intention.
- H4: There is a negative and significant impact of organizational culture on turnover intention.
- H5: Job satisfaction is negatively related to turnover intention.
- H6: Job satisfaction moderates the association between job training and turnover intention.
- H7: Job satisfaction is a mediator between organizational culture and turnover intentions.

These hypotheses assume that an effective job training system and positive organizational environment lead to increased employee job satisfaction, which in turn affects a reduction in employee intention to leave an organization.

Research Location and Period

The study was conducted at PT Len Industri (Persero), located at Jalan Soekarno-Hatta No. 442, Bandung, West Java, Indonesia. The research was carried out from October to December 2025, covering data collection and quantitative analysis stages.

Population and Sample

The population in this study is represented by employees of PT Len Industri (Persero), amounting to 172 workers in the directorate which has been found to have the lowest performance score. Taking into consideration accessibility and data completeness, a total of 162 valid responses were obtained. The sampling method used in this study is purposive sampling, qualified by the following criteria:

1. Permanent staff who have served for a period not less than one year.
2. Employees from staff to supervisor level.
3. Employee who is willing to fill the questionnaire fully and honestly.

The number of participants in the selected sample, with 162 respondents, meets the necessary criteria for PLS-SIM analysis, as it surpasses the rule of 10 and there are no concerns about power statistics.

Operational Definition of Variables

This study involves four main latent variables measured using indicators adapted from previous validated studies. All indicators were measured using a five-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

1. Job Training (X_1): Systematic organizational efforts to improve employee competencies, measured through training needs, training materials, training methods, and training evaluation.
2. Organizational Culture (X_2): Shared values and norms guiding employee behavior, measured through core values, organizational communication, commitment to organizational goals, and teamwork.
3. Job Satisfaction (Z): Employees' positive emotional responses toward their job and work environment, measured through compensation, career opportunities, work relationships, and work environment.
4. Turnover Intention (Y): Employees' intention to leave the organization, measured through the desire to seek alternative employment, reduced loyalty, and declining organizational commitment.

Types and Sources of Data

The study utilizes primary data collected through structured questionnaires distributed to employees of PT Len Industri (Persero). Secondary data were obtained from internal company documents, such as the *Satisfaction & Engagement Report 2024* and *Performance Review 2024*, as well as relevant scientific literature from accredited national and international journals.

Data Collection Technique

The data was gathered through an online survey given to the participants directly. Before widespread survey administration, a pilot survey was conducted involving 30 participants to ensure the survey was free of ambiguity and was a reliable data instrument. Moreover, small-scale interviews were held with the human capital department to validate the context of the study and gain secondary data.

Data Analysis Technique

The analysis of data was carried out using PLS-SEM through the SmartPLS software, which comprises two main steps:

Measurement Model (Outer Model) Assessment, Suppose

The measurement model was tested for both validity and reliability by:

- a. Convergent validity: This is measured through outer loading factors with a value greater than or equal to 0.70 and Average Variance
- b. Discriminant Validity: Employing the Fornell and Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT)
- c. Testing of reliability using Cronbach Alpha and Composite Reliability measures where values of 0.70 and above are desired.

The Experimental Model (Outer Model) Assessment

To verify the structural model, the following instruments were employed:

- a. Computations for path values, which indicate the nature of relationships between the variables.
- b. Coefficient of determination (R^2) to judge how well the model explains data.
- c. Effect size (f^2) to determine the contribution of each exogenous variable.
- d. Predictive relevance (Q^2) with the blindf

RESULTS AND DISCUSSION

Measurement Model Evaluation

The result of the measurement model was evaluated to ensure all the constructs satisfy the minimum requirements for validity and reliability prior to evaluating structural links within the PLS-SEM model. This is basic within the PLS-SEM procedure, as there can be distorted estimates for paths, standard errors, or inferences if there are poor measurement properties. Consequently, following all accepted PLS-SEM guidelines, it can easily check for convergent validity, discriminant validity, and internal consistency reliability. The overall result shows there are strong test data confirming all the identified constructs for the subsequent structural phase.

Convergent Validity

"Convergent Validity refers to the degree to which the variables of an indicator converge on a high proportion of the variance of the construct." In this research work, the values of the convergent validity were established with the help of the outer loads and Average Variance Extracted (AVE). If the value of the outer loads is above 0.70, this means that the indicators fully represent the construct and that the construct accounts for more than half of the variance of the indicators if the value of the Average Variance Extracted (AVE) is above 0.50. Rather than showing the complete results of the outer loads in the table, the results will be presented in the table given below:

Table 1. Convergent Validity Summary

Construct	No. of Indicators	Outer Loading Range	AVE
Job Training (X1)	5	0.931–0.951	0.882
Organizational Culture (X2)	5	0.824–0.919	0.779
Job Satisfaction (Z)	5	0.724–0.919	0.697
Turnover Intention (Y)	5	0.719–0.933	0.735

All constructs achieved outer loading ranges above 0.70 and AVE values above 0.50, confirming that convergent validity was satisfactorily established. Practically, this suggests that each set of indicators consistently captures the underlying dimension it is intended to measure. For example, the high loading range for Job Training implies that respondents perceived the training system as a coherent construct encompassing training needs, materials, methods, and

evaluation. Similarly, the acceptable loading range for Job Satisfaction indicates that respondents consistently evaluated satisfaction across multiple aspects of work experience (Azzahra & Maswanto, 2025). From a methodological perspective, the strong AVE values (particularly for Job Training and Organizational Culture) suggest that the constructs possess substantial explanatory power over their observed indicators. This strengthens confidence in the measurement quality and reduces the likelihood that later structural findings are driven by measurement error.

Discriminant Validity

"Discriminant validity represents the capability of a given construct to differ meaningfully and measurably from all other construct(s) included within the model." For instance, it means that a given construct measures a unique set of phenomena and that there are no other phenomena that are measured by other constructs. The Fornell and Larcker criteria test discriminant validity. The correlation of the AVE for any two constructs should be less than the square root.

Table 2. Fornell–Larcker Criterion

Construct	X1	X2	Z	Y
X1 (Job Training)	0.939			
X2 (Organizational Culture)	0.674	0.882		
Z (Job Satisfaction)	0.695	0.817	0.835	
Y (Turnover Intention)	-0.419	-0.424	-0.446	0.857

The diagonal values (square roots of AVE) are larger than correlations with other constructs, confirming discriminant validity. This indicates that Job Training, Organizational Culture, Job Satisfaction, and Turnover Intention each represent distinct conceptual domains. Substantively, the correlation patterns also provide valuable insights. The strong positive correlation between Organizational Culture (X2) and Job Satisfaction (Z) ($r = 0.817$) implies that employees’ satisfaction is closely tied to cultural factors such as shared norms, communication effectiveness, and collaboration. Conversely, the negative correlations between Turnover Intention (Y) and the other constructs (e.g., $Z \rightarrow Y$ correlation of -0.446) support the logic that stronger positive workplace experiences are associated with lower intentions to leave.

Reliability Testing

Reliability refers to the ability to measure the consistency of an indicator with respect to a construct. "The study adopted Cronbach Alpha reliability and Composite Reliability tests to assess reliability, with results higher than 0.70 acceptable in terms of internal consistency. t"

Table 3. Reliability Test Results

Construct	Cronbach’s Alpha	Composite Reliability
Job Training (X1)	0.967	0.967
Organizational Culture (X2)	0.929	0.933
Job Satisfaction (Z)	0.890	0.905
Turnover Intention (Y)	0.909	0.951

All constructs exceeded the recommended threshold of 0.70, confirming strong internal consistency. Notably, the Job Training construct shows very high reliability ($\alpha = 0.967$), suggesting that the indicators were highly consistent in capturing employee perceptions of training practices. High reliability strengthens the credibility of the subsequent structural analysis because it indicates that measurement error is likely low.

Descriptive Analysis of Respondents

Understanding respondent characteristics is important for interpreting job satisfaction and turnover intention, particularly in organizations undergoing change. The respondent profile in this study reflects employees likely to be strongly affected by training access, cultural integration, and early-career development.

Table 4. Respondent Characteristics

Variable	Category	Frequency	Percentage
Gender	Male	96	59.63%
	Female	65	40.37%
Age	< 25 years	48	29.81%
	20–30 years	52	32.30%
	30–40 years	47	29.19%
	> 40 years	14	8.70%
Length of Service	< 1 year	63	39.13%
	1–3 years	34	21.12%
	4–6 years	31	19.25%
	> 6 years	33	20.50%
Position	Staff	150	93.17%
	Structural	11	6.83%

The descriptive results indicate that the sample is dominated by staff-level employees and relatively new employees. A large proportion of respondents have worked for less than one year (39.13%), which may indicate a workforce still in an adjustment phase an important point in the context of organizational transformation under Defend ID. Newer employees often evaluate the organization strongly based on onboarding, training clarity, leadership communication, and cultural alignment (Alfaridzi et al., 2025). Therefore, examining the role of training and culture in shaping satisfaction and turnover intention becomes particularly relevant.

In addition, the dominance of staff-level respondents (93.17%) suggests that the study reflects the perceptions of the employee group most actively exposed to training programs and daily cultural dynamics. This strengthens the practical relevance of the findings for Human Capital interventions, as staff employees are typically the primary targets of technical development programs and represent the largest segment of the organization’s talent pipeline.

Structural Model Evaluation

Multicollinearity Test

Before interpreting path coefficients, multicollinearity was evaluated using Variance Inflation Factor (VIF). Values below 5 indicate that constructs do not overlap excessively, ensuring stable and interpretable estimates.

Table 5. VIF Values

Relationship	VIF
Job Training → Job Satisfaction	1.834
Organizational Culture → Job Satisfaction	1.834
Job Satisfaction → Turnover Intention	1.000

All VIF values were below 5, indicating no multicollinearity issues. This means the effects of Job Training and Organizational Culture on Job Satisfaction can be interpreted as distinct contributions rather than redundant overlap (Hadiansyah & Jaya, 2025).

Hypothesis Testing Results

Hypotheses were tested using the SmartPLS bootstrapping procedure at a 5% significance level. The analysis reports standardized coefficients (β), t-values, and p-values.

Table 6. Hypothesis Testing Results

Path	Coefficient (β)	t-value	p-value	Decision
X1 → Z	0.264	3.160	0.002	Supported
X2 → Z	0.640	8.804	0.000	Supported
Z → Y	-0.445	6.585	0.000	Supported
X1 → Z → Y	-0.117	2.655	0.008	Supported
X2 → Z → Y	-0.285	5.444	0.000	Supported

Discussion of Findings

1. The Effect of Job Training on Job Satisfaction

The findings show that Job Training positively and significantly influences Job Satisfaction ($\beta = 0.264$; $p = 0.002$). This indicates that employees who perceive training as relevant, well-delivered, and properly evaluated tend to report higher levels of satisfaction with their jobs. In practical terms, training serves not only as a competency-building activity but also as a signal of organizational support. When employees feel that the organization invests in their learning, they are more likely to develop positive attitudes toward their roles and the organization.

In the context of PT Len Industri (Persero) after its integration into Defend ID, training also has an adaptation function. Organizational transformation typically introduces new processes, reporting structures, performance indicators, and cross-unit coordination mechanisms. Employees may experience adjustment demands such as new role expectations or unfamiliar work systems. Effective training can reduce uncertainty by improving clarity and self-efficacy. This is consistent with the idea that training strengthens employees' perceived competence, which can translate into stronger job satisfaction because employees feel more capable of meeting demands and contributing meaningfully.

However, the training coefficient ($\beta = 0.264$) is smaller than the coefficient of organizational culture, suggesting that training alone is not sufficient to fully explain job satisfaction. This may be because satisfaction is shaped not only by learning opportunities but also by daily work experiences such as recognition, communication patterns, managerial fairness, and team collaboration elements that are more directly linked to organizational culture (Rendy, 2018).

The implication is that training will yield stronger satisfaction outcomes when it is integrated with supportive organizational systems. For example, training may be more impactful if:

- a. employees can directly apply what they learn in their job tasks,
- b. supervisors reinforce training outcomes through coaching or feedback, and
- c. training is clearly linked to career development pathways or promotion criteria.

Without these supporting conditions, training may improve technical competence but may not produce sustained improvements in job satisfaction. This can explain why some organizations invest heavily in training but still face dissatisfaction when employees do not see tangible developmental progress or recognition after training.

2. The Effect of Organizational Culture on Job Satisfaction

Organizational Culture demonstrates a strong positive and significant effect on Job Satisfaction ($\beta = 0.640$; $p < 0.001$), making it the most influential predictor in this study. This suggests that employee satisfaction is heavily shaped by cultural conditions such as shared values, communication effectiveness, teamwork norms, and collective commitment to organizational goals. Compared to training, culture appears to represent a broader and more

continuous influence because it affects employees daily through interactions, leadership behavior, and organizational practices.

This finding is particularly meaningful in the post-transformation period of Defend ID. Transformation commonly generates ambiguity related to identity (“Who are we now?”), operating norms (“How do things work under the holding?”), and expectations (“What is valued and rewarded?”). Under such circumstances, organizational culture becomes a stabilizing force. A cohesive culture provides employees with shared meaning and clear behavioral guidance, which reduces uncertainty and supports psychological safety. When employees feel that the organization has consistent values and predictable norms, they are more likely to experience trust and comfort at work, which contributes directly to job satisfaction.

Moreover, culture influences satisfaction not only through “values” in an abstract sense, but also through concrete outcomes such as:

- a. perceived fairness and openness in communication,
- b. the degree of collaboration between teams,
- c. the level of alignment between leadership decisions and stated values, and
- d. employees’ sense of inclusion and voice.

The strong relationship found in this study suggests that culture-based interventions could offer higher leverage for improving satisfaction during transformation. Initiatives such as value internalization programs, leadership role modeling, strengthening communication channels, and cross-functional collaboration systems may produce improvements in satisfaction more consistently than training alone.

This result also aligns with the descriptive correlation pattern (X2 and Z are highly correlated), reinforcing the interpretation that when employees perceive the organizational culture as strong and positive, they are more likely to experience satisfaction in their work environment.

3. The Effect of Job Satisfaction on Turnover Intention

Job Satisfaction has a negative and significant effect on Turnover Intention ($\beta = -0.445$; $p < 0.001$). This means that employees with higher satisfaction levels are less likely to consider leaving the organization. This relationship is theoretically expected and practically important because turnover intention is often a precursor to actual turnover behavior. The finding supports the argument that job satisfaction functions as a key psychological determinant of whether employees remain committed or begin disengaging and looking for alternatives.

In transformation contexts, job satisfaction becomes even more critical because organizational change can increase pressure, workload complexity, or role ambiguity. Employees may be asked to work across units, adapt to new systems, or meet new performance targets. If such changes are not accompanied by adequate support, employees may experience frustration, reduced satisfaction, and increased intention to leave. On the other hand, when employees remain satisfied because they feel supported, valued, and aligned with organizational goals they become more resilient to change-related stressors.

Importantly, the magnitude of the effect ($\beta = -0.445$) indicates that satisfaction is not a minor factor but a substantive driver of turnover intention. This suggests that retention strategies should prioritize satisfaction-related drivers such as meaningful work experiences, supportive leadership, career clarity, and fair recognition mechanisms.

4. Mediation Effects: The Role of Job Satisfaction

a. Job Training → Job Satisfaction → Turnover Intention

The indirect effect of Job Training on Turnover Intention through Job Satisfaction is negative and significant ($\beta = -0.117$; $p = 0.008$). This means that job training contributes to reducing turnover intention primarily by improving job satisfaction. In other words, training

does not reduce turnover intention automatically; rather, it becomes effective when employees perceive that training enhances their work experience and satisfaction (Shefani & Jaya, 2024).

This mediated finding has important implications. It suggests that organizations should not treat training merely as a formal requirement or operational activity, but as a strategic tool that must generate meaningful employee experiences. Training can increase satisfaction when it:

- 1) improves employees' confidence and competence,
- 2) reduces work difficulty and role uncertainty, and
- 3) creates visible developmental progress.

However, when training is poorly aligned with job needs or is not followed by career growth opportunities, employees may not feel more satisfied despite completing training programs. In such cases, training may fail to reduce turnover intention because satisfaction the mechanism that translates training into retention does not improve.

b. Organizational Culture → Job Satisfaction → Turnover Intention

The indirect effect of Organizational Culture on Turnover Intention through Job Satisfaction is stronger and significant ($\beta = -0.285$; $p < 0.001$). This indicates that culture influences turnover intention largely by shaping employees' satisfaction. A strong culture provides positive day-to-day workplace experiences, which enhances satisfaction and ultimately lowers the likelihood that employees intend to leave.

Compared to training, the stronger mediated coefficient suggests that culture has more sustained influence. While training may occur periodically, culture operates continuously through leadership communication, team norms, decision-making practices, and interpersonal dynamics. Therefore, cultural improvements may create broader satisfaction effects and more consistent reductions in turnover intention (Simanjuntak & Pohan, 2024).

This result emphasizes that employees do not remain in organizations only for technical development or salary-related reasons; they also stay because they feel comfortable, supported, and aligned with the organization's social and psychological environment.

5. Managerial and Organizational Interpretation in the Defend ID Transformation Context

Taken together, the findings indicate that Organizational Culture is the dominant driver of Job Satisfaction, while Job Training provides an additional supporting influence. This suggests that during transformation, employees may evaluate their workplace more strongly through cultural signals such as clarity, communication, and collaboration than through training alone. In an industrial defense holding environment, where strategic priorities, coordination requirements, and performance expectations may intensify, cultural consistency becomes essential for maintaining employee stability.

From a practical retention perspective, the study indicates that management should view job satisfaction as the central "retention pathway." Training and culture influence turnover intention mainly through how they shape satisfaction. Therefore, effective retention strategies should focus on two interconnected levers:

- a. Training system improvement, including training relevance, transparent access, evaluation mechanisms, and post-training application support. Training should be aligned with job needs and linked with career development systems so employees perceive real growth opportunities.
- b. Culture reinforcement, including internalization of core values, strengthening communication practices, ensuring leadership consistency, and building cross-unit collaboration. Culture initiatives should focus on translating values into daily practices, not just slogans or formal campaigns.

Ultimately, this study provides empirical evidence that job satisfaction acts as a central psychological mechanism connecting organizational development practices (training) and

workplace environment (culture) to employee withdrawal tendencies (turnover intention). Strengthening satisfaction should therefore be positioned as a key Human Capital priority, particularly to ensure organizational stability and talent retention during PT Len Industri's ongoing adaptation within Defend ID.

CONCLUSION

This paper analyzes the relationship between job training and organizational culture in job satisfaction and its effect on turnover intentions in PT Len Industri (Persero) in the course of its changeover to the Defense Industry Holding (Defend ID). The analysis gives empirical proof that job training as well as organizational culture are essential in facilitating job satisfaction, which is also an essential determinant in turnover intentions.

The results show that job training has a positive and significant effect on job satisfaction, indicating that training programs that are relevant, well-designed, and properly evaluated contribute to employees' positive perceptions of their work. Training helps employees adapt to changing systems and expectations during organizational transformation, enhances perceived competence, and signals organizational support. However, the effect of job training on job satisfaction is relatively weaker compared to organizational culture, suggesting that training alone is not sufficient to fully determine employee satisfaction without supportive organizational conditions.

Organizational culture emerges as the most dominant factor influencing job satisfaction. A strong culture characterized by shared values, effective communication, commitment to organizational goals, and teamwork significantly enhances employees' sense of belonging, clarity, and psychological comfort. In a post-transformation environment, organizational culture functions as a stabilizing mechanism that reduces uncertainty and strengthens employees' emotional attachment to the organization, thereby increasing job satisfaction.

Furthermore, job satisfaction is proven to have a negative and significant effect on turnover intention. Employees who experience higher levels of satisfaction are less likely to develop intentions to leave the organization, highlighting job satisfaction as a critical determinant of employee retention. The mediation analysis further confirms that job satisfaction acts as a key mechanism through which job training and organizational culture influence turnover intention. Both variables reduce turnover intention indirectly by enhancing employees' job satisfaction, with organizational culture demonstrating a stronger mediated effect than job training.

Overall, this study concludes that job satisfaction plays a central role in connecting human capital development practices and organizational environment to employee retention outcomes. For PT Len Industri (Persero), particularly during the Defend ID transformation period, efforts to reduce turnover intention should prioritize strengthening job satisfaction through integrated strategies that improve the effectiveness of training programs and reinforce organizational culture. By focusing on these areas, the company can enhance workforce stability, support successful transformation, and sustain organizational performance in the long term.

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