

The Influence of Leadership Style, Organizational Culture, and Work Environment on Turnover Intention at PT. Mandala Multifinance, Palu Branch

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Abstract: : This study aims to examine the extent to which the influence of leadership style (LS), organizational culture (OC), and work environment (WE) on the turnover intention (TI) of employees of PT. Mandala Multifinance. The assumption is that these three variables are one of the factors causing many employees to leave the company. The company cannot ignore these causal factors because they can affect the comfort of employees, which ultimately affects their desire to leave the company. This research involved 115 employees of PT. Mandala Multifinance and tested quantitatively using SPSS version 22. This study's calculated results indicate a partial positive influence on LS and OC variables, while the WE variable does not. Simultaneous calculation results show a positive influence of the three variables on turnover intention. In the competitive landscape of the financial services industry, where employee retention is critical to maintaining service quality and client trust, understanding these factors is essential. High turnover can disrupt client relationships and increase recruitment and training costs, making it imperative for organizations to address leadership, culture, and environmental factors effectively. This study suggests that all companies, particularly in the financial sector, pay attention to these factors for the convenience of employees to reduce turnover intention.

Keywords: : Leadership Style; Organizational Culture; Work Environment; Turnover Intention.

Cite: : Rahman, A., A, M.U., Yasin, M., Rezal, M., Sangkota, M., Azis, A. (2025). The Influence of Leadership Style, Organizational Culture, and Work Environment on Turnover Intention at PT. Mandala Multifinance, Palu Branch. *TechTalent & Business Review*. 1(3), 65-80. <https://doi.org/10.63985/ttbr.v1i3.47>

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1. Introduction

Human resources are the most critical aspect in various life areas, especially in organizations and companies. Human resources refer to the potential value possessed by individuals or members of an organization in life. The success or failure of an organization in accomplishing its objectives heavily relies on the role played by its human resources. Hence, organizations need to maximize the effective and efficient utilization of their workforce to reduce employee turnover intention. By optimizing the management and support of employees, organizations can enhance job satisfaction, foster loyalty, and create a positive work environment, ultimately leading to reduced turnover rates and increased employee retention (Decenzo, et. al., 1999).

Turnover intention, or the intention to switch jobs, is a concept that refers to the tendency of individual employees to leave the organization they work for and seek employment elsewhere. This condition reflects the individual's desire to end their

employment relationship with the current company and search for better opportunities elsewhere (Baloch, 2014). Turnover intention is an early stage in the process of work behaviour change that may ultimately lead to actual job turnover. Although turnover intention is not a job change action, it can be a crucial early indicator in understanding employee turnover issues.

Several factors can influence employee turnover intention (Ali, 2016). Firstly, poor leadership and management can significantly increase employee turnover intention. Authoritarian leadership style, lack of effective communication, and poor management can significantly increase employee turnover intention (Li, et. al., 2019). Secondly, organizational culture and individual values may influence turnover intention. Thirdly, the work environment, which balances work and personal life, can affect turnover intention. Excessive work demands, imbalanced workload, or lack of flexibility in work schedules can make employees feel burned out and consider job switching to find a better balance.

Company leaders play a crucial role in reducing employee turnover intention. Leadership style includes an individual's ability to effect and guide others, both individuals and groups, to achieve organizational or group goals (Robbins & Judge, 2008). Company leaders play a crucial role in construct an environment that supports employee performance and can reduce employees' desire to quit (Lin & Liu, 2017; Masood, et. al., 2020). The distribution of work by leaders, communication from leaders to employees, and organizational management by leaders can influence employee turnover intention. All aspects related to leadership style can effect workers desires to leave or exit the company.

In addition to leadership style (LS), organizational culture (OC) and the work environment (WE) are crucial factors that significantly impact employees' inclination to change jobs. A strong and well-defined organizational culture fosters a sense of togetherness among individuals, ensuring a high level of consistency in behavior, promoting unity, loyalty, and a deep commitment to the organization (Jahanzeb, et al., 2013). In such a culture, shared values, norms, and beliefs consistently guide individual actions and decisions. The work environment also plays a vital role in influencing turnover intention. Factors such as the physical setting, interpersonal relationships, and overall atmosphere can significantly affect how employees perceive their job satisfaction and commitment to the organization. A positive and supportive work environment is more likely to reduce turnover intention among employees. Kwakye's research findings (2018) provide empirical evidence supporting the idea that organizational culture indeed has a substantial impact on turnover intention (TI). When employees feel aligned with the values and principles of the organizational culture, they are more likely to stay committed to the organization, thus reducing their intention to seek other job opportunities.

In the context of PT Mandala Multifinance, the financial services industry presents several factors that significantly influence employee turnover intention. Characterized by high competition and constant market fluctuations, this industry places immense pressure on employees, making effective human resource management crucial for retention. The diverse workforce, comprised of various skill levels and professional backgrounds, requires tailored leadership styles and supportive work environments to meet individual needs, as dissatisfaction can lead to increased turnover rates. Furthermore, the heavily regulated nature of the finance sector introduces additional stressors that, if not managed properly, can contribute to job dissatisfaction. The rapid technological advancements in the industry also create uncertainties, as employees may feel threatened by job restructuring or the need to adapt to new tools and processes. Economic conditions further impact turnover, with employees more likely to stay during downturns due to security concerns while being more inclined to seek better opportunities in booming economies. Thus, organizations like PT Mandala Multifinance must prioritize employee engagement and satisfaction through

initiatives such as professional development, recognition programs, and a positive organizational culture to foster loyalty and reduce turnover intention.

Similarly, the work environment is an essential factor in human resource management that can influence worker comfort. The WE include all physical, social, and psychological factors present in the workplace. The work environment encompasses everything that influences employees' experiences, behaviour, and well-being within the organizational context. A positive and supportive work environment can increase job satisfaction and employee motivation. Conversely, a work environment lacking support or characterized by stress, conflict, or injustice can diminish employee job satisfaction and motivation.

All three aspects, namely leadership style, organizational culture, and the work environment can influence employees at PT Mandala Multifinance to stay or leave the company. Service-oriented companies provide specific targets and goals to employees at certain time frames. This condition is due to the issue of company sustainability. The turnover of funds results in a higher employee workload. Therefore, companies like this require good human resource management to maintain the company's existence. The problem often arises when these three aspects are not carried out properly and correctly; it can create a desire to change jobs. Employee turnover can have an impact on the company's sustainability.

Several studies have identified factors contributing to employees' desire to change jobs. According to J. B. Magbity et al. (2020), transformational leadership has been linked to lower turnover rates, primarily due to its emphasis on inspiring and empowering employees, creating a positive work environment, and promoting personal and professional growth. Transformational leaders motivate their team members to achieve their full potential, fostering a sense of commitment and loyalty to the organization. On the contrary, autocratic and laissez-faire leadership styles have been found to increase turnover intention among employees. Autocratic leaders tend to make decisions without involving their team members, which can lead to feelings of disengagement and dissatisfaction. Similarly, laissez-faire leaders are known for their hands-off approach, which may leave employees feeling unsupported and lacking direction.

Autocratic leadership, characterized by top-down decision-making and limited employee input, may lead to dissatisfaction and a lack of trust among employees, contributing to higher turnover. Similarly, laissez-faire leadership, marked by a hands-off approach and minimal guidance, can result in a lack of direction and support, leading to employee disengagement and an increased likelihood of seeking other job opportunities. Ilhami Yucel (2021) also found that a transformational leadership style can reduce employee turnover intention. On the other hand, TI can also be influenced by cultural and WE factors (Choi S. et al., 2014; Eunsook et al., 2019; Andesna Nanda, 2020; Mawardi, 2022). From the various trends mentioned above, there has yet to be a study that specifically examines the relationship between these three variables concerning employee TI. The novelty of this study lies in finding the relationship between these three variables, separately and together, with employee turnover intention at PT. Mandala Multifinance Branch Hammer.

2. Literature Review

2.1 Leadership Style

Bernard M. Bass (2006) suggests two leadership styles in a company: transformational and transactional. Transformational leadership involves leaders who can influence their subordinates through inspiration, motivation, and personal development. Transformational leaders encourage their subordinates to exceed existing boundaries and achieve higher performance. On the other hand, transactional leadership involves the

exchange and arrangement of transactions between leaders and subordinates. Transactional leaders set clear goals, expectations, and performance standards. They utilize both rewards and punishments to motivate their subordinates towards accomplishing these objectives. Transactional leaders also actively monitor performance and provide feedback based on achievements.

2.2 Organizational Culture

Robbins and Coulter (2010) define OC as "a set of commonly shared values, principles, traditions, and work practices collectively shape the behaviour and conduct of members within an organization." Kreitner (2005) states that organizational culture can be defined as the similarities in perceptions, views, values, and behaviours believed, learned, applied, and developed by all organization members to create organizational identity. Cameron and Quinn (2011) define OC as a collection of shared values, beliefs, norms, and attitudes among organization members. OC creates an environment influencing employee performance, satisfaction, and motivation. OC can play a part in shaping the identity and image of an organization, directing the actions and behaviours of organization members, and influencing internal dynamics and interactions with external parties. A strong OC can create a sense of togetherness, loyalty, and high commitment among organization members and can influence the overall effectiveness and success of the organization.

2.3 Work Environment

According to Stephen P. Robbins (2008), the work environment encompasses the physical, social, and psychological factors present in the workplace. It encompasses everything that influences employees' experiences, behaviour, and well-being within the organizational context. The WE include both physical and non-physical aspects. The physical work environment includes room layout, lighting, etc. In contrast, the non-physical work environment includes relationships among employees, between employees and supervisors, etc. Kurniawaty et al. (2019) and Andesna Nanda et al. (2020) found the influence of the WE on employee TI. Pallavi Pandey et al. (2019) found factors of worker TI caused by the WE.

In the financial services industry, where PT Mandala Multifinance operates, the work environment is further shaped by specific industry characteristics. High-pressure demands, tight deadlines, and the necessity for precision in tasks can create a stressful atmosphere that may negatively impact employee well-being. Moreover, the competitive nature of the industry can lead to a focus on performance metrics, sometimes at the expense of employee morale and job satisfaction.

Kurniawaty et al. (2019) and Andesna Nanda et al. (2020) found that the work environment significantly affects employee turnover intention, emphasizing the importance of a supportive culture that mitigates stress and enhances job satisfaction. In this context, Pallavi Pandey et al. (2019) identified that factors contributing to worker turnover intention, driven by the work environment, include inadequate support systems, poor communication channels, and a lack of recognition, all of which are exacerbated in high-pressure industrial settings. Thus, for organizations in the financial services sector, prioritizing an engaging and supportive work environment is essential not only for reducing turnover intention but also for sustaining competitive advantage in a challenging industry landscape.

2.4 Turnover Intention

TI refers to an individual's inclination to leave their current job or organization. It reflects their desire to seek new employment opportunities or terminate their employment relationship with the current organization (Igbaria & Guimaraes, 2006). According to

Brough and Frame (2004), TI can be seen as the likelihood of employees leaving the organization in the near future or as a direct expression of their intention to quit their current jobs. Abelson (1987) defines turnover intention as employees' willingness to explore alternative job options. Mobley (1978) has identified three indicators that can be used to measure TI: first, "thinking of quitting," which refers to employees actively contemplating leaving their current job; second, "intention to search for alternatives," indicating that employees are considering exploring other job opportunities; and third, "intention to quit," which directly implies the employee's intention to resign from their current position.

Turnover intention (TI) refers to an individual's inclination to leave their current job or organization, reflecting their desire to seek new employment opportunities or terminate their employment relationship with the current organization (Igbaria & Guimaraes, 2006). According to Brough and Frame (2004), TI can be viewed as the likelihood of employees leaving the organization in the near future or as a direct expression of their intention to quit their current jobs. Abelson (1987) defines turnover intention as employees' willingness to explore alternative job options. Mobley (1978) has identified three indicators that can be used to measure TI: first, "thinking of quitting," which refers to employees actively contemplating leaving their current job; second, "intention to search for alternatives," indicating that employees are considering exploring other job opportunities; and third, "intention to quit," which directly implies the employee's intention to resign from their current position.

In the context of the financial services industry, turnover intention is particularly critical due to the sector's dynamic nature and the high demand for skilled professionals. The industry's competitive landscape often leads to high workloads and stress, which can exacerbate feelings of dissatisfaction among employees. Moreover, the rapid pace of technological advancements can create job insecurity and necessitate continuous skill upgrades, prompting employees to seek more stable or less demanding positions elsewhere. As organizations face ongoing market pressures, retaining talented employees becomes essential not only for operational continuity but also for maintaining competitive advantage. Therefore, understanding the specific drivers of turnover intention in this industrial context such as job satisfaction, work-life balance, and career advancement opportunities is crucial for developing effective retention strategies that address the unique challenges faced by financial services firms like PT Mandala Multifinance

3. Method

Research Assumptions

Bernard M. Bass (2006) suggests two leadership styles in a company: transformational and transactional. Transformational leadership involves leaders who can influence their subordinates through inspiration, motivation, and personal development. On the other hand, transactional leadership involves the exchange and arrangement of transactions between leaders and subordinates. Masood et al. (2020) researched the impact of LS on employee TI. J. B. Magbiti et al. (2020) investigated company leadership styles. They discovered transformational leadership styles can decrease TI, while autocratic and laissez-faire can increase TI. Similarly, Taekyung Park and Barbara Pierce (2020) found evidence that transformational leadership can reduce employees' inclination to leave the organization.

Kreitner (2005) states that OC can be defined as the similarities in perceptions, views, values, and behaviours believed, learned, applied, and developed by all organization members to create organizational identity. Several studies have found that OC can influence employees' desire to leave or change companies. Jeong Sil Choi and Kyung Mi Kim (2020)

found that a healthy organizational culture can motivate employees to perform better. This condition can reduce employees' desire to leave or change companies. Cem Oktay Guzeller and Nuri (2020) found that employees with a solid commitment to the company want to stay in companies. Laksmana and Heru (2023) found the influence of OC on TI.

Stephen P. Robbins (2008) defines the work environment as comprising physical, social, and psychological elements within the workplace. Numerous studies have explored the influence of the WE on employee TI. Kurniawaty et al. (2019) and Andesna Nanda et al. (2020) found evidence of the WE influence on employee TI. Additionally, Pallavi Pandey et al. (2019) identified specific WE factors contributing to employee TI. Based on the information above, the hypothesis is:

1. H1: Leadership Style turnover intention
2. H2: Organizational Culture influences turnover intention
3. H3: Work Environment influences turnover intention
4. H4: Leadership Style, Organizational Culture, and Work Environment influence Turnover Intention

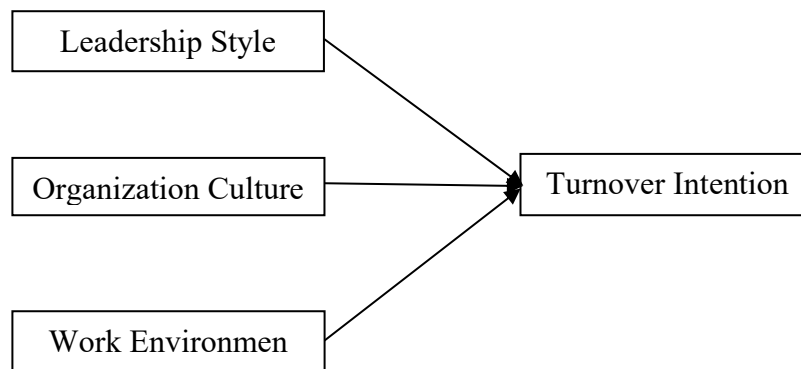


Figure 1. Conceptual Freamwork

Research Methods

This study uses explanatory research. The research will use 115 samples representing employees at PT Mandala Multifinance. The data collection method in this study uses a questionnaire method. The technique used in this study is Probability Sampling. This sampling technique gives equal chances to each member of the population to be selected as a sample using Accidental Simple Random Sampling, a sampling method by selecting whoever happens to be there or found. The research will be conducted for 14 days by randomly selecting respondents in the company.

4. Results and Discussion

4.1 Result

Based on the research results conducted for five days at PT. Mandala Multifinance, researchers met and asked at least 20 respondents every day until they reached 115 people.

Table 1. Number of Respondents

Gender	Age	Total
Man	21-30	31
	31-40	17
	41-50	11
	Total	59
Woman	21-30	36
	31-40	13
	41-50	7
	Total	56
Total		115

Based on the table above, the number of respondents obtained was 115 people. The details are 59 men divided into three age variants, namely 21-30 totalling 31 people; 31-40, totalling 17 people; and 41-50 totalling 11 people. While the total number of female respondents reached 56 people, with details of 21-30 totalling 36 people, 31-40 totalling 13 people, and aged 41-50, totalling seven people.

Validity and Reability Test

The validity of a questionnaire or survey can be assessed by measuring the correlation between the scores obtained from the questionnaire and the overall scores of the respondents. In SPSS version 22, the output usually presents several statistical measures for each item in the questionnaire. These measures can provide useful insights into the reliability and validity of the items.

115 respondents are willing to answer the questionnaire from PT. Mandala Multifinance. The r table value with a significance of 5% or level 0.05 is 0.163. So, the questionnaire results will be declared valid if the coefficient correlation value (r_{xy}) is more than 0.183. Based on the validity test that has been carried out, all data shows an accurate description.

Table 2. Validity Test

Variable	Loading	Variable	Loading
	0.594		0.739
	0.733		0.744
	0.707		0.784
Leadership Style	0.691	Organization Culture	0.639
	0.686		0.689
	0.715		0.784
	0.746		0.713
	0.795		0.786
	0.769		0.731
	0.658		0.620
	0.646		0.771
	0.570		0.708
	0.576		0.744
Work Environment	0.696	Turnover Intention	0.722
	0.711		0.765
	0.610		0.775
	0.689		0.733
	0.556		0.841
	0.702		0.667
	0.726		0.628

Table 3. Reliability Test

Variable	Cronbach's Alpha
Leadership Style	0.891
Organization Culture	0.897
Work Environment	0.884
Turnover intention	0.799

The reliability test is a statistical method for measuring the consistency of research data. This test uses Cronbach's Alpha method with the condition that the value is declared reliable or consistent if the value obtained from the measurement is more than 0.60. 0.60 is the minimum limit value of Cronbach's Alpha value to know that it is declared reliable. The results of the reliability, in this case, can be concluded that the statistical results of the

reliability of each variable are 0.891 (leadership style), 0.897 (organization culture), 0.884 (work environment), and 0.799 (turnover intention).

Normality Test

The simple statistical test used to test the normality assumption is the Kolmogorov-Smirnov normality test. The testing method for the normal distribution of the data is done by looking at the significance value of the variable. It indicates a normal data distribution if significantly more significant than 0.05 at the 5% alpha significance level. The data in the table shows that a significance value (Assymp. Sig/2-tailed) is obtained of 0.200 from 115 respondents, so each variable is normally distributed. Data that is otherwise customarily distributed means that the data has a standard or directional distribution pattern as a condition for carrying out further parametric tests.

Hypothesis Test

**Table 4. Simultan and partial Test (F-T Test)
Coefficients^a**

	Model	t	Sig.
1	(Constant)	2.569	.012
	Leadership Styel	3.482	.001
	Organization culture	5.490	.000
	Work Environment	.785	.434

a. Dependent Variable: turnover intention

**Table 5. ANOVA Test
ANOVA^a**

Model		F	Sig.
1	Regression	36.114	.000 ^b
	Residual		
	Total		

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), X3, X2, X1

The result of the t-test for variable X1 is 3,482, which is greater than the t-table (3,482 > 1,658) and has a sig value of 0.000, meaning it is smaller than 0.05. The variable X2 has a value of 5,490, which is greater than the t-table (5,490 > 1,658) and has a sig value of 0,000, meaning it is smaller than 0.05. While the value of the t-test variable X3 is 785, which means it is smaller than the t table (785 <1.658). Based on the t-test calculation, it was obtained that the variables X1 and X2 each had a partial effect on Y, while the X3 variable did not affect the Y variable. In addition, based on the F test table, the results were 36,114 with a probability value (sig) of 0,000, so simultaneously (together), the three X variables affected employee performance.

Summary of Hypothesis

1. Hypothesis I: H1 is accepted because the t-value of the variable X1 is 3.482, which is greater than the t-table (3.483 > 1.658).
2. Hypothesis II: H2 is accepted because the t-value of the variable X2 is 5.490, which is greater than the t-table (5.490 > 1.658).
3. Hypothesis III: H3 is rejected. The value of the t-test variable X3 is 785, which means it is smaller than the t-table (785 <1.658).
4. Hypothesis IV: H4 is accepted. The three variables simultaneously affect visitor satisfaction

4.2 Discussion

Leadership Style and Turnover Intention

This research found that LS positively influences employees' desire to leave or switch jobs. The research examined and analyzed two LS: transformational and transactional. Among the LS that most influence the intensity of employees' desire to change jobs when comparing the two styles is transactional leadership. A transactional leadership style is needed to communicate more with PT Mandala Multifinance employees. As a result, employees needed more motivation and attention from the company's management. Transformational leadership can reduce turnover intention, while transactional leadership can increase turnover intention.

In the context of the financial services industry, the influence of leadership style is particularly pronounced due to the sector's competitive nature and the high stakes involved in employee performance. Financial organizations like PT Mandala Multifinance operate under strict regulations and market pressures, necessitating a workforce that is not only skilled but also highly motivated. Transformational leadership can play a critical role in fostering innovation and adaptability, which are essential in responding to rapidly changing market conditions. By inspiring employees and encouraging a collaborative culture, transformational leaders can help create a resilient workforce capable of navigating the complexities of the financial landscape. Conversely, the transactional leadership approach may be more prevalent in environments focused on meeting immediate financial targets and performance metrics. This leadership style, while effective for short-term goals, may overlook the intrinsic motivations of employees, leading to potential dissatisfaction and higher turnover rates. As such, striking the right balance between these leadership styles is crucial for enhancing employee retention and maintaining organizational stability in the face of industry challenges.

There are several reasons underlying the differences in leadership styles. Transformational leadership tends to motivate employees by creating an inspirational vision, providing support and coaching, and stimulating their creativity. Transformational leaders inspire their followers by appealing to their ideals and morals, motivating them to achieve their utmost potential and taking ownership of the group's objectives. This leadership style fosters a long-term vision and inspiration, encouraging followers to make incremental contributions and put in extra effort beyond what is expected (Nguyen et al., 2016). On the other hand, transactional leadership focuses on providing rewards or punishments based on specific performance achievements. Transactional leaders will offer specific rewards or incentives to employees who achieve targets. However, this style could be more effective in preventing turnover intention because it is more transactional and pays less attention to employees' intrinsic motivations.

This research suggests that transformational leadership can reduce employee turnover intention. This result is supported by previous studies conducted by Shahsavan et al. (2017) and Gyensare et al. (2016), which found that transformational leadership can increase employee commitment, reducing the desire to switch jobs. Additionally, Utami & Aima (2022) said that transformational leadership can influence TI. Park & Pierce (2020) researched child welfare workers and found that transformational leadership impacted TI. Manoppo (2020) focused on industrial labour, and their study revealed that higher levels of transformational leadership were associated with lower employee turnover intention. Both studies indicate that transformational leadership can significantly reduce turnover intention among employees in different industries.

Therefore, the two leadership styles analyzed in this study can be concluded to elicit different responses from employees who have experienced being led by both styles. Employees at PT Mandala Multifinance will experience an increase in their desire to leave when the leadership style applied by the management is transactional. On the contrary, when the company implements transformational leadership, it can decrease employees' desire to leave PT Mandala Multifinance.

However, it is crucial to note that transformational leadership is only ideal for some companies. Not all companies are suitable for adopting this leadership style. The essence of all leadership styles is to increase employee commitment. Commitment is a critical element in determining whether employees are loyal to the company. Patricia Martins et al. (2023) state that the most crucial aspect of any leadership style is its ability to increase employee commitment. Some studies have found that leadership style and employee commitment are correlated and can reduce turnover intention (Manoppo, 2020; Patricia Martins et al., 2023; Francis Donkro et al., 2022).

Organizational Culture and Turnover Intention

The research results regarding the influence of OC on employee TI reveal a positive and substantial correlation. With a t-value of 5.490, it is evident that OC positively influences TI. The measured indicators in this study, including risk-taking, attention, outcome orientation, team orientation, and aggressiveness, indicate that a favourable organizational culture at PT Mandala Multifinance can enhance employee commitment, reducing their inclination to seek alternative employment opportunities.

PT Mandala Multifinance has created an organizational culture tailored to its employees' needs. This adaptation is done to increase employee commitment, which directly impacts the reduction in employees' desire to leave or switch jobs. Organizational culture is closely related to the relationships among employees and between employees and leaders. PT Mandala Multifinance operates when all members believe in shared values. These values guide their behaviour in every activity process. This phenomenon shows that these factors will guide PT Mandala Multifinance employees in becoming an organization with quality and professional performance. On the other hand, PT Mandala Multifinance supports employees by providing rewards and opportunities for involvement in decision-making, which all contribute to increased employee satisfaction. Workers who are pleased with their working environment and feel engaged in the organization tend to have lower turnover intentions (Lee & Jang, 2019).

In the context of the financial services industry, a robust organizational culture is essential for addressing the unique challenges and pressures employees face. Financial organizations, such as PT Mandala Multifinance, must navigate a highly competitive environment characterized by rapid changes in regulations, market dynamics, and customer expectations. A positive organizational culture can foster resilience among employees, equipping them with the motivation and support needed to adapt to these challenges. When employees feel that their workplace values their contributions and supports their professional growth, they are more likely to exhibit higher levels of commitment and lower turnover intentions. This is particularly significant in the financial sector, where employee expertise and experience are crucial for maintaining a competitive edge. Thus, cultivating an organizational culture that emphasizes collaboration, continuous learning, and recognition of employee achievements is vital for reducing turnover and enhancing overall organizational performance.

Therefore, a solid OC that construct a enjoyable working environment can make employees feel content and stay in the organization (Dwivedi et al., 2013). Employees will

not quickly leave the organisation when the organizational culture runs well regarding values, norms, and policies related to the system, such as salary, incentives, bonuses, and career advancement. They will think twice before deciding to leave because they feel they gain benefits both physically and psychologically from the comfortable environment created by the company. Some previous studies conducted by Haggalla (2017), Kwakye (2018), Niguse (2019), and Bosomtwe and Obeng (2018) have found a significant relationship between OC and employee TI. These studies show that employees tend to feel more satisfied and committed to the company when the organisation has a positive culture. An inclusive and supportive organizational culture fosters employee engagement and commitment.

Furthermore, considering that the dominant employees belong to the millennial generation, in the context of millennial employees, a solid organizational culture becomes a critical factor in influencing their retention. The millennial generation tends to seek meaning and purpose in their work and an inclusive and supportive work environment. If the organizational culture reflects values that align with the expectations and values of millennial employees, they will feel connected to the organization and be more motivated to stay. Ertas (2015) found that millennials in Federal companies in America are more prone to job hopping than older generations. Therefore, companies must improve their organizational culture to create a comfortable environment that reduces employees' desire to leave. Deloitte (2016) found that millennial employees tend to have lower job-hopping intentions when the company provides self-development opportunities. Capacity development and training as a form of care and attention to employees can lead to increased loyalty and decrease TI. Therefore, such actions will make employees more loyal and reduce TI.

Work Environment and Turnover Intention

Based on the analysis of the influence of the WE on TI, this study found that the WE does not influence TI. The t-value of 785 indicates that the third hypothesis is not accepted. This result means that the employees' work environment at PT Mandala Multifinance is independent of their desire to leave or switch jobs. Both physical and psychological work environment factors, such as seating and desk arrangements, office layout, lighting, and other physical factors, do not influence turnover intention. Non-physical work environment factors, such as relationships with superiors, organizational culture, and so on, also do not affect turnover intention. This finding indicates that turnover intention among employees at PT Mandala Multifinance is not influenced by their work environment but is affected by other factors, such as organizational culture and leadership style.

However, in the context of the financial services industry, it is essential to recognize that a conducive work environment plays a significant role in overall employee satisfaction and retention. While this study found no direct influence of the WE on TI, it is crucial for companies like PT Mandala Multifinance to understand that negative physical and psychological environments can still indirectly impact employee morale and engagement. In industries characterized by high-pressure environments, such as finance, the psychological well-being of employees is paramount. A lack of support, poor office ergonomics, or strained relationships can lead to burnout, which may not immediately manifest as turnover intention but can contribute to longer-term attrition issues. As such, organizations should not overlook the importance of creating a supportive and comfortable work environment, even if the current analysis does not show a direct link to turnover intention. Investing in employee comfort and fostering positive relationships can ultimately enhance retention in the competitive financial sector.

However, in a different context, when a company fails to create a conducive work environment, it may increase employees' desire to leave. Some research has found that employees want to change jobs due to an unfavourable work environment (Soelton & Atnani, 2018; Wan et al., 2018; Cao et al., 2021). The placement of chairs and desks, office layout, lighting, and other physical factors can affect employee comfort. The same condition can occur when employee relationships or employee-superior relationships are not good, leading to decreased commitment and increased TI.

The Effect of LS, OC, and WE on TI

The fourth hypothesis in this research examined the simultaneous effect of the three X variables on TI in PT Mandala Multifinance. The results of the simultaneous or F-test in this study were 36.114, indicating that the three X variables influence the Y variable (turnover intention). While the third X variable (work environment) was found to have no direct influence on TI, it is influenced by the other two X variables, thus still contributing positively to the overall result. The first and second variables are essential in reducing turnover intention among employees at PT Mandala Multifinance. They can compensate for the lack of influence from the work environment variable.

In the context of the financial services industry, where employee turnover can significantly impact operational efficiency and client relationships, fostering positive and supportive leadership is crucial. Strong leadership not only enhances organizational culture but also mitigates the effects of an otherwise uninspiring work environment. The financial sector often faces high turnover rates due to stress and demanding workloads; thus, effective leadership can act as a stabilizing force that encourages employee retention. Positive leadership practices that promote a culture of recognition and support can significantly decrease turnover intention, especially in a competitive industry where skilled employees are in high demand. Conversely, poor leadership or an inappropriate organizational culture can lead to high turnover rates, which can disrupt service continuity and adversely affect company performance. This interrelationship among leadership, organizational culture, and the work environment is particularly salient in industries like finance, where maintaining a cohesive and committed workforce is vital for sustaining long-term success. The findings of this research are supported by several previous studies that have proven that all three variables can influence turnover intention (Brouwers, 2020; Masood et al., 2020; Jaengdoo Park, 2020).

Positive and supportive leadership can create a solid organizational culture and a pleasant work environment. On the contrary, poor leadership or an inappropriate organizational culture can create an unpleasant work environment and increase turnover intention. These three factors are often interrelated and influence each other. Positive and supportive leadership can shape a strong organizational culture and a pleasant work environment. In contrast, poor leadership or an inappropriate organizational culture can create an unpleasant work environment and increase TI. The findings of this research are supported by several previous studies that have proven that all three variables can influence turnover intention (Brouwers, 2020; Masood et al., 2020; Jaengdoo Park, 2020).

Practical Implications

The practical implications of this research provide valuable insights for PT Mandala Multifinance and other companies in any industry. Issues regarding leadership, organizational culture, and the work environment are part of human resource management in companies. These three factors are essential for companies to consider when aiming to retain their employees. The findings of this research can serve as a recommendation for

companies to pay attention to these three factors, as they have been proven to reduce employee turnover intention simultaneously. Positive and supportive leadership can create a solid organizational culture and a pleasant work environment. On the contrary, poor leadership or an inappropriate organizational culture can create an unpleasant WEt and increase TI.

Limitations of the Study

This study could be better, as it still has several limitations. First, the limitation lies in the respondents, who were the subjects of this research. It would be beneficial for future research to differentiate between young and older workers, as age is also a factor in turnover intention. Second, the limitation lies in the research variables, which are still limited. In this study, the organizational culture and work environment variables were assessed similarly, but using different variables, such as job stress or other similar factors, might be better. Using different variables can affect the findings with the same object and subject.

5. Conclusion

According to the findings of this study, the three X variables simultaneously influence TI. Specifically, the leadership style that influences TI can increase turnover intention among employees at PT Mandala Multifinance is transactional leadership. In contrast, transformational leadership has been shown to reduce employee turnover intention. Positive and supportive leadership can create a solid organizational culture and a pleasant work environment. The research indicates that combining an upbeat leadership style and organizational culture reduces turnover intention among employees at PT Mandala Multifinance. However, it is crucial to consider that employees' turnover intention can also be effected by external factors not covered in this study. In conclusion, this study provides valuable insights for companies aiming to improve employee retention and reduce turnover intention. By understanding and addressing the influence of LS, OC, and WE, companies can create a more conducive and engaging workplace, leading to increased employee commitment and reduced turnover intention.

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