

The Influence of Work Motivation, Job Insecurity, and Organizational Culture on Turnover Intention at PT Bima Golden Powerindo

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Turnover intention is one of the critical issues in human resource management as it can lead to increased operational costs and decreased organizational productivity. The rising turnover rate at PT Bima Golden Powerindo indicates problems related to work motivation, job insecurity, and organizational culture as perceived by employees. This study aims to analyze the effect of work motivation, job insecurity, and organizational culture on employees' turnover intention. This study employs a quantitative approach with an explanatory survey design. The sampling technique used is total sampling, with a total of 31 employees as respondents. Data were collected through questionnaires and analyzed using multiple linear regression. The results show that partially, work motivation does not have a significant effect on turnover intention (Sig. 0.317 > 0.05). Job insecurity has a positive and significant effect on turnover intention (Sig. 0.023 < 0.05), while organizational culture has a negative and significant effect on turnover intention (Sig. 0.046 < 0.05). Simultaneously, the three variables have a significant effect on turnover intention (Sig. 0.000 < 0.05) with a coefficient of determination (R^2) of 0.572. It can be concluded that job insecurity and organizational culture are significant factors influencing turnover intention, while work motivation does not have a significant effect. Therefore, the company is recommended to enhance job security and strengthen organizational culture in order to reduce employees' turnover intention.

Keywords: Work Motivation, Job Insecurity, Organizational Culture, Turnover Intention

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1. Introduction

Human resources are a key factor in determining the success and sustainability of an organization (Gulo et al., 2026). The existence of competent human resources is not only determined by the recruitment process but also by the organization's ability to retain its employees (Rajagukguk et al., 2021). Companies that are able to retain experienced employees are more likely to maintain operational stability, productivity, and effectiveness in achieving organizational goals (Ujung et al., 2021). One of the major issues in human resource management is turnover intention, which refers to employees' tendency or intention to leave the organization (Sany et al., 2025). Turnover intention serves as an early indicator of actual turnover, which may lead to increased recruitment and training costs, decreased productivity, operational disruption, and the loss of experienced employees (Kirana et al., 2024).

Turnover intention has become an increasingly important issue to examine because employees' intention to leave does not merely reflect individual dissatisfaction but also indicates potential problems in the organization's human resource management practices (Sofiyan et al., 2026). If turnover intention is not properly identified and controlled, the company may experience workforce instability, declining employee loyalty, and an increased workload for remaining employees (Syaifuddin et al., 2024). This condition may hinder the achievement of organizational targets, particularly in companies with project-based work systems that require the continuity of skilled employees (Susanto et al., 2025). Therefore, examining the

factors that influence turnover intention is essential to provide an empirical basis for companies in formulating more effective employee retention strategies (Harinto, 2024).

Theoretically and empirically, turnover intention is influenced by various factors, including work motivation, job insecurity, and organizational culture. Work motivation is related to employees' internal and external encouragement to perform their duties and maintain their engagement with the organization (Fadli, 2024). Job insecurity refers to employees' perceptions of uncertainty regarding job continuity and career sustainability (Tambunan et al., 2024). Meanwhile, organizational culture reflects the values, norms, and work patterns that influence employees' comfort and attachment to the company (Tambun et al., 2026). However, previous studies have shown inconsistent findings (Pracha et al., 2020). Several studies (Napitupulu et al., 2026) found that work motivation significantly affects turnover intention, while other studies reported inconsistent effects (Mulia, 2020). Similarly, job insecurity and organizational culture have been proven to have an effect in several studies, but in certain contexts, they do not show a significant impact (Windayanti, 2025). These differences indicate a research gap, particularly regarding how these three variables influence turnover intention in companies with dynamic project characteristics and work systems (Nazah et al., 2021).

Based on the company's internal data, the employee turnover rate at PT Bima Golden Powerindo has shown an increasing trend in recent periods. In 2024, 18% of employees resigned, increasing from 15% in 2023. This increase indicates a problem in employee retention efforts, making turnover intention an issue that requires serious attention from management. If this condition continues, the company may face the risk of losing potential employees, experiencing disruption in work continuity, and incurring higher operational costs related to recruitment, selection, training, and employee adaptation. In addition to the turnover data, the number of active employees at PT Bima Golden Powerindo, which served as the population in this study, was 31 employees. Since the population was relatively small and all employees could be reached, this study applied a total sampling technique, meaning that the entire population was used as the research sample. With a limited number of employees, each individual plays an important role in supporting the company's operational continuity.

This phenomenon is further supported by the results of a preliminary study conducted through interviews with six employees from several work units at PT Bima Golden Powerindo. The interviews revealed that some employees had a tendency to seek other job opportunities even while they were still actively employed. This tendency was influenced by several factors, including uncertainty regarding job continuity, limited career development opportunities, and working conditions that were perceived as not fully supportive of employee comfort. These preliminary findings indicate that turnover intention does not emerge suddenly but is related to employees' perceptions of their job conditions, job security, and organizational environment.

Based on the preliminary study, employees' work motivation tends to be predominantly extrinsic, with salary, overtime pay, and project incentives serving as the main motivating factors. The limited availability of non-financial motivation, such as performance recognition, career development certainty, long-term rewards, and opportunities for self-development, causes employee motivation to become less stable. Dependence on financial motivation becomes problematic because employees are more likely to compare their working conditions with those of other companies that offer better compensation or financial benefits. This condition may encourage employees to consider other job opportunities that are perceived as more promising.

Another problem identified is job insecurity experienced by some employees. Uncertainty regarding contract renewal, project continuity, and employment status creates a sense of insecurity about their future

employment. This condition is particularly experienced by contract and project-based employees, who feel that their positions are easily replaceable and do not provide long-term job certainty. Job insecurity may lead to psychological pressure, anxiety, and a lower sense of security at work. As a result, employees may be encouraged to seek alternative employment that is considered more stable and offers clearer career assurance.

Organizational culture that has not been fully standardized across work units also becomes a problem affecting employees' comfort and attachment to the company (Nasution et al., 2023). Differences in work rhythm, target demands, and communication patterns among units cause some employees to feel less compatible with their work environment (Hayati et al., 2024). The lack of togetherness, social support, and consistency in work values may reduce employees' sense of belonging to the organization (Darmawan, 2022). If organizational culture is unable to create a conducive work environment, employees may feel less attached to the company and develop a stronger tendency to leave the organization.

Based on the explanation above, the main problem in this study is the increasing turnover intention among employees of PT Bima Golden Powerindo, which is presumed to be influenced by unstable work motivation, perceived job insecurity, and organizational culture that has not fully supported employee attachment. The urgency of this study lies in the company's need to understand the dominant factors influencing employees' intention to leave, enabling management to formulate more targeted human resource policies. This study is important because it provides empirical evidence regarding the influence of work motivation, job insecurity, and organizational culture on employee turnover intention.

2. Method

This study employed a quantitative approach with an explanatory survey design to examine the influence of work motivation, job insecurity, and organizational culture on turnover intention at PT Bima Golden Powerindo (Wajdi et al., 2024). The population consisted of all active employees of the company, totaling 31 employees, and the total sampling technique was used because the population was relatively small and fully accessible; therefore, all employees were selected as respondents. Primary data were collected through structured questionnaires using a Likert scale, while secondary data were obtained from company documents, books, journals, and other relevant literature. The research instrument was tested using validity and reliability tests, while the data were analyzed using multiple linear regression. Before hypothesis testing, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. The hypotheses were tested using the t-test to examine the partial effect, the F-test to examine the simultaneous effect, and the coefficient of determination (R^2) to measure the contribution of work motivation, job insecurity, and organizational culture in explaining turnover intention.

3. Results And Discussion

Results

The respondents in this study consisted of all active employees of PT Bima Golden Powerindo, totaling 31 employees. The respondent profile includes gender, age, educational background, employment status, and length of service. The distribution of respondents is presented in Table 1.

Table 1. Respondent Profile

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	18	58.1
	Female	13	41.9
Age	20–25 years	8	25.8

Characteristics	Category	Frequency	Percentage (%)
	26–30 years	11	35.5
	31–35 years	7	22.6
	>35 years	5	16.1
Educational Background	Senior High School	4	12.9
	Diploma	6	19.4
	Bachelor’s Degree	16	51.6
	Master’s Degree	5	16.1
Employment Status	Daily Worker	4	12.9
	Contract Employee	16	51.6
	Permanent Employee	11	35.5
Length of Service	<1 year	8	25.8
	1–3 years	14	45.2
	4–6 years	5	16.1
	>6 years	4	12.9

Table 1 shows that most respondents were male employees, accounting for 58.1% of the total respondents. Based on age, the largest group was employees aged 26–30 years, representing 35.5%. In terms of education, most respondents held a bachelor’s degree, with a percentage of 51.6%. Furthermore, contract employees dominated the sample, representing 51.6% of respondents, while most employees had worked for 1–3 years. These findings indicate that the workforce at PT Bima Golden Powerindo is largely composed of employees in their productive age, with relatively short work experience and a high proportion of contract employment. This condition may be relevant to the emergence of turnover intention, particularly because employees in early career stages and non-permanent employment status may have a higher tendency to consider alternative job opportunities.

Before conducting multiple linear regression analysis, classical assumption tests were performed, including normality, multicollinearity, and heteroscedasticity tests. The results are presented in Table 2.

Table 2. Classical Assumption Test Results

Test	Indicator/Variable	Result	Criteria	Conclusion
Normality Test	Asymp. Sig. (2-tailed)	0.200	> 0.05	Normally distributed
Multicollinearity Test	Work Motivation	Tolerance = 0.558; VIF = 1.794	Tolerance > 0.10; VIF < 10	No multicollinearity
	Job Insecurity	Tolerance = 0.706; VIF = 1.417	Tolerance > 0.10; VIF < 10	No multicollinearity
	Organizational Culture	Tolerance = 0.429; VIF = 2.330	Tolerance > 0.10; VIF < 10	No multicollinearity
Heteroscedasticity Test	Work Motivation	Sig. = 0.615	> 0.05	No heteroscedasticity
	Job Insecurity	Sig. = 0.496	> 0.05	No heteroscedasticity
	Organizational Culture	Sig. = 0.920	> 0.05	No heteroscedasticity

Table 2 indicates that the regression model met the classical assumption requirements. The normality test showed an Asymp. Sig. value of 0.200, which was greater than 0.05, indicating that the residual data were

normally distributed. The multicollinearity test showed that all independent variables had tolerance values greater than 0.10 and VIF values below 10, indicating that there was no multicollinearity among the independent variables. In addition, the heteroscedasticity test showed significance values greater than 0.05 for all variables, meaning that the model was free from heteroscedasticity. Therefore, the regression model was appropriate for further analysis.

Multiple linear regression analysis was used to examine the influence of work motivation, job insecurity, and organizational culture on turnover intention. The results of the regression coefficient test are presented in Table 3.

Table 3. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	4.416	1.112	-	3.971	0.000
Work Motivation	-0.262	0.257	-0.172	-1.020	0.317
Job Insecurity	0.445	0.185	0.361	2.412	0.023
Organizational Culture	-0.595	0.285	-0.401	-2.088	0.046

Based on Table 3, the multiple linear regression equation can be formulated as follows:

$$Y = 4.416 - 0.262X_1 + 0.445X_2 - 0.595X_3 + e$$

1. The constant value of 4.416 indicates that when work motivation, job insecurity, and organizational culture are assumed to be constant, turnover intention has a value of 4.416.
2. The regression coefficient of work motivation was -0.262, indicating a negative relationship between work motivation and turnover intention. This means that an increase in work motivation tends to reduce turnover intention, although the effect was not statistically significant.
3. Job insecurity had a positive coefficient of 0.445, meaning that higher job insecurity tends to increase turnover intention.
4. Organizational culture had a negative coefficient of -0.595, indicating that stronger organizational culture tends to reduce turnover intention.

The coefficient of determination was used to measure the extent to which the independent variables explain variations in turnover intention. The results are shown in Table 4.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.756	0.572	0.525	0.658

Table 4 shows that the R Square value was 0.572, meaning that 57.2% of the variation in turnover intention can be explained by work motivation, job insecurity, and organizational culture. Meanwhile, the remaining 42.8% is explained by other factors outside the research model, such as compensation, job satisfaction, career development, leadership style, work environment, or individual employee characteristics. This result indicates that the model has a relatively strong explanatory power in explaining turnover intention among employees of PT Bima Golden Powerindo.

The simultaneous effect of work motivation, job insecurity, and organizational culture on turnover intention was tested using the F-test. The results are presented in Table 5.

Table 5. Simultaneous Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.609	3	5.203	12.035	0.000
Residual	11.673	27	0.432	-	-
Total	27.282	30	-	-	-

Table 5 shows that the F-value was 12.035 with a significance value of 0.000. Since the significance value was lower than 0.05, it can be concluded that work motivation, job insecurity, and organizational culture simultaneously have a significant effect on turnover intention. This finding indicates that the three independent variables jointly contribute to explaining employees' intention to leave the company. Therefore, the regression model is considered feasible for explaining the relationship between the independent variables and turnover intention.

The partial effect of each independent variable on turnover intention was examined using the t-test. The results are presented in Table 6.

Table 6. Partial Test Results

Hypothesis	Relationship	t-value	Sig.	Result
H1	Work Motivation → Turnover Intention	-1.020	0.317	Not supported
H2	Job Insecurity → Turnover Intention	2.412	0.023	Supported
H3	Organizational Culture → Turnover Intention	-2.088	0.046	Supported

Table 6 shows that work motivation did not have a significant effect on turnover intention, as indicated by a significance value of 0.317, which was greater than 0.05. Therefore, H1 was not supported. Job insecurity had a positive and significant effect on turnover intention, with a significance value of 0.023, which was lower than 0.05. This indicates that higher perceived job insecurity increases employees' intention to leave the company, so H2 was supported. Organizational culture had a negative and significant effect on turnover intention, with a significance value of 0.046, which was also lower than 0.05. This means that a stronger and more supportive organizational culture can reduce employees' turnover intention, so H3 was supported. Overall, the findings show that job insecurity and organizational culture are significant factors influencing turnover intention, while work motivation does not significantly influence turnover intention among employees of PT Bima Golden Powerindo.

Discussion

The Effect of Work Motivation on Turnover Intention

The results of this study show that work motivation has a negative but insignificant effect on turnover intention, as indicated by a regression coefficient of -0.262, a t-value of -1.020, and a significance value of 0.317, which is greater than 0.05. This finding indicates that higher work motivation tends to reduce employees' intention to leave the company; however, the effect is not statistically significant. Work motivation cannot be considered the main factor influencing turnover intention among employees of PT Bima Golden Powerindo. In this context, employees' intention to leave may be influenced more strongly by other factors, particularly job security, employment status, and organizational conditions.

Theoretically, motivation is an important psychological factor that encourages employees to perform their tasks, maintain work enthusiasm, and contribute to organizational goals (Firman et al., 2022). According to motivation theory, employees who receive adequate encouragement, recognition, career opportunities, and rewards tend to show stronger attachment to their work (Hou et al., 2022). In the case of PT Bima Golden Powerindo, work motivation is still largely influenced by extrinsic factors such as salary, overtime pay, and project incentives. This condition shows that employees may remain motivated to work as long as financial rewards are available, but such motivation may not create long-term organizational attachment. When motivation is mainly financial, employees may easily compare their current job with opportunities in other companies that offer better compensation, clearer career development, or stronger employment certainty. The company needs to strengthen non-financial motivation, such as performance recognition, career development programs, appreciation systems, and opportunities for skill improvement.

This finding is in line with (Agesti & Suratman, 2025)(Sipayung et al., 2023)(Nugraha & Santoso, 2025) found that work motivation did not have a significant effect on turnover intention. The result suggests that in certain organizational contexts, motivation may not be the dominant factor influencing employees' intention to leave, especially when other contextual factors such as job insecurity are more strongly perceived by employees. This finding differs from studies that found a significant negative relationship between motivation and turnover intention, indicating that the role of work motivation may depend on organizational conditions, employee status, and the type of motivation provided.

The managerial implication of this finding is that PT Bima Golden Powerindo should not rely solely on financial incentives to retain employees. Management needs to develop a more comprehensive motivation strategy that combines financial and non-financial aspects. Recognition for employee performance, transparent career paths, regular feedback, and employee development programs can help build stronger psychological attachment. Although work motivation was not statistically significant in this study, it remains important as a supporting factor in reducing turnover intention when integrated with job security and a positive organizational culture.

The Effect of Job Insecurity on Turnover Intention

The results of this study show that job insecurity has a positive and significant effect on turnover intention, with a regression coefficient of 0.445, a t-value of 2.412, and a significance value of 0.023, which is lower than 0.05. This means that the higher the perceived job insecurity among employees, the higher their intention to leave the company. Thus, job insecurity is proven to be one of the significant factors influencing turnover intention at PT Bima Golden Powerindo.

Theoretically, job insecurity refers to employees' perception of uncertainty and lack of control over the continuity of their employment (Susanto, 2023). Employees who feel insecure about their job status, contract renewal, career continuity, or organizational stability are more likely to experience anxiety, psychological pressure, and reduced commitment to the company (Oktrivina, 2023). This condition can encourage employees to seek other job opportunities that are perceived as more stable and secure. In the PT Bima Golden Powerindo, job insecurity may be related to the company's project-based work system, contract employment, and uncertainty regarding employment continuity. The respondent profile shows that most employees are contract workers, which may increase their concern about long-term job stability. Employees who are unsure about contract extension, future projects, and career prospects may feel less emotionally attached to the company.

This finding is supported by previous studies by (Liu, 2022)(Lee et al., 2024)(Ariyanti & Pujianto, 2024), which found that job insecurity contributes to higher turnover intention. These studies explain that employees who perceive higher job uncertainty tend to develop stronger intentions to leave because they feel that their current employment cannot provide long-term security. The managerial implication is that PT Bima Golden Powerindo needs to reduce employees' perception of job insecurity through clearer communication and more transparent employment policies. Management should provide information regarding contract status, project continuity, career opportunities, and performance expectations. The company may also develop retention programs for employees with good performance, provide clearer employment evaluation mechanisms, and improve communication between management and employees. By reducing uncertainty, the company can strengthen employees' sense of security and lower their intention to leave.

The Effect of Organizational Culture on Turnover Intention

The results of this study indicate that organizational culture has a negative and significant effect on turnover intention, as shown by a regression coefficient of -0.595, a t-value of -2.088, and a significance value of

0.046, which is lower than 0.05. This finding means that a stronger and more supportive organizational culture can reduce employees' intention to leave PT Bima Golden Powerindo. Theoretically, organizational culture consists of shared values, norms, beliefs, and work patterns that guide employee behavior within an organization (Jain et al., 2024). A strong organizational culture can create a sense of belonging, increase employee commitment, strengthen teamwork, and build a comfortable work environment (Iman Saro, 2024). When employees feel that organizational values are clear, consistent, and supportive, they are more likely to remain in the organization (Syartika et al., 2024). Conversely, weak or inconsistent organizational culture can reduce employees' emotional attachment and increase their tendency to seek other workplaces. At PT Bima Golden Powerindo, the issue of organizational culture can be seen from differences in work rhythm, target demands, and communication patterns among work units. These differences may cause some employees to feel less connected to their work environment.

This finding is consistent with (Wakhyuni et al., 2024)(Nurbaety & Rojuaniah, 2022) found that a stronger organizational environment and commitment can reduce turnover intention. It is also supported by (Ajeng et al., 2024) stated that organizational culture significantly affects turnover intention. The findings confirm that organizational culture plays an important role in shaping employees' decision to stay or leave. A positive culture that provides recognition, support, communication, and involvement can reduce employees' intention to leave the organization. The managerial implication of this finding is that PT Bima Golden Powerindo should strengthen organizational culture as part of its employee retention strategy. Management can develop regular internal communication forums, team-building activities, leadership communication programs, and shared organizational values across units. The company also needs to ensure that employees feel respected, involved, and supported in their work environment.

The Simultaneous Effect of Work Motivation, Job Insecurity, and Organizational Culture on Turnover Intention

The simultaneous test results show that work motivation, job insecurity, and organizational culture jointly have a significant effect on turnover intention, as indicated by an F-value of 12.035 and a significance value of 0.000, which is lower than 0.05. In addition, the coefficient of determination shows an R Square value of 0.572, meaning that 57.2% of turnover intention can be explained by work motivation, job insecurity, and organizational culture, while the remaining 42.8% is influenced by other factors outside this research model. This finding indicates that turnover intention is not caused by a single factor but is influenced by the interaction of psychological, organizational, and employment-related factors (Madan et al., 2025). Work motivation contributes to employees' willingness to work, job insecurity affects their perception of employment stability, and organizational culture shapes their sense of belonging and attachment to the company(Fudhla et al., 2022).

For PT Bima Golden Powerindo, the simultaneous findings imply that employee retention should be managed through an integrated human resource strategy. The company needs to increase motivation, reduce job insecurity, and strengthen organizational culture at the same time. Improving only one factor may not be sufficient if other issues remain unresolved. For example, financial incentives may not effectively retain employees if they still feel insecure about their employment status or disconnected from the organizational culture.

The findings are supported by previous studies (Tuju et al., 2023), (Ting, 2022)(Zhang et al., 2024) showing that work-related psychological conditions, job security, and organizational factors are closely related to turnover intention. Previous research has shown that job insecurity can increase turnover intention, while a positive organizational culture and stronger employee motivation can help reduce the desire to leave. The managerial implication is that PT Bima Golden Powerindo should develop a structured retention policy that

integrates motivation management, employment security, and cultural strengthening. Management can implement transparent career planning, fair reward systems, regular employee evaluations, open communication, and organizational culture programs. These efforts are expected to reduce employees' intention to leave, improve workforce stability, and support the sustainability of company operations.

4. Conclusion

This study concludes that work motivation, job insecurity, and organizational culture simultaneously have a significant effect on turnover intention among employees of PT Bima Golden Powerindo. Partially, work motivation has a negative but insignificant effect on turnover intention, indicating that higher motivation tends to reduce employees' intention to leave, although it is not the dominant factor in this study. Job insecurity has a positive and significant effect on turnover intention, meaning that employees who perceive higher uncertainty regarding job continuity, contract renewal, and career stability are more likely to consider leaving the company. Meanwhile, organizational culture has a negative and significant effect on turnover intention, showing that a stronger and more supportive organizational culture can reduce employees' intention to leave.

The findings indicate that turnover intention at PT Bima Golden Powerindo is more strongly influenced by employees' sense of job security and their attachment to the organizational culture than by work motivation alone. Therefore, the company needs to reduce job insecurity through clearer employment policies, transparent communication regarding contract and career opportunities, and stronger retention programs. In addition, management should strengthen organizational culture by improving communication, teamwork, employee involvement, and shared organizational values. These efforts are expected to reduce turnover intention, maintain workforce stability, and support the continuity of company operations.

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