

Analysis of the Influence of Organizational Culture and Internal Communication on Turnover Intention with Organizational Commitment as a Mediating Variable on Employees of PT. XYZ

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Abstract

This study aims to examine the influence of organizational culture and internal communication on Turnover Intention, with Organizational Commitment serving as a mediating variable among employees of PT XYZ. Turnover Intention is a crucial issue for companies because it may reduce productivity, increase recruitment and training expenses, and disrupt operational stability. This research applies a quantitative approach by distributing questionnaires to 111 employees across various divisions. The data were analyzed using Partial Least Square (PLS) to assess both direct and indirect relationships among the variables. The results demonstrate that organizational culture and internal communication have a positive and significant impact on Organizational Commitment. Furthermore, Organizational Commitment has a negative and significant effect on Turnover Intention, indicating that employees with stronger commitment are less likely to leave the organization. The findings also show that Organizational Commitment mediates the relationship between organizational culture and internal communication on Turnover Intention. Overall, this study highlights the importance of strengthening organizational culture and enhancing internal communication to reduce Turnover Intention and support workforce stability.

Keywords: *Organizational Culture, Internal Communication, Turnover Intention, Organizational Commitment.*

**Analisis Pengaruh Budaya Organisasi dan Komunikasi Internal terhadap
Turnover Intention dengan *Organizational Commitment* sebagai Variabel
Mediasi pada Karyawan PT. XYZ**

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Abstrak

Penelitian ini bertujuan menganalisis pengaruh budaya organisasi dan komunikasi internal terhadap *Turnover Intention* dengan *Organizational Commitment* sebagai variabel mediasi pada karyawan PT XYZ. Permasalahan *Turnover Intention* penting diperhatikan karena berpotensi menurunkan produktivitas, meningkatkan biaya rekrutmen, serta mengganggu stabilitas operasional. Penelitian ini menggunakan pendekatan kuantitatif melalui penyebaran kuesioner kepada 111 karyawan dari berbagai divisi. Analisis data dilakukan menggunakan Partial Least Square (PLS) untuk menilai hubungan langsung maupun tidak langsung antarvariabel. Hasil penelitian menunjukkan bahwa budaya organisasi dan komunikasi internal berpengaruh positif dan signifikan terhadap *Organizational Commitment*. *Organizational Commitment* berpengaruh negatif dan signifikan terhadap *Turnover Intention*, sehingga semakin tinggi komitmen karyawan maka semakin rendah niat mereka untuk keluar. Selain itu, *Organizational Commitment* terbukti memediasi hubungan antara budaya organisasi dan komunikasi internal terhadap *Turnover Intention*. Temuan ini menegaskan pentingnya memperkuat budaya organisasi dan meningkatkan komunikasi internal sebagai strategi untuk menekan *Turnover Intention* dan menjaga keberlanjutan tenaga kerja.

Kata Kunci: Budaya Organisasi, Komunikasi Internal, *Turnover Intention*, *Organizational Commitment*