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The Effect of Organizational Culture, Work Motivation, and Work Environment on Turnover Intention through Job Satisfaction

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Abstract

Employee turnover is a critical organizational concern that can affect workforce stability and organizational performance. This study aims to analyze the influence of organizational culture, work motivation, and work environment on turnover intention with job satisfaction as a mediating variable among employees. The study employed a quantitative method with purposive sampling of 150 respondents. Data were collected through Likert-scale questionnaires and analyzed statistically to assess validity, reliability, and relationships among variables. The results indicate that work motivation and work environment have a positive and significant effect on job satisfaction, whereas organizational culture does not have a significant effect. Job satisfaction has a negative but insignificant effect on turnover intention. Furthermore, job satisfaction does not significantly mediate the effects of organizational culture, work motivation, or work environment on turnover intention. These findings highlight the importance of strengthening work motivation and creating a comfortable, supportive, and conducive work environment to enhance employee job satisfaction. However, organizations should recognize that turnover intention is not solely determined by job satisfaction and should adopt a broader employee retention strategy that considers factors such as compensation, career development, job stability, employee well-being, and work-life balance.

Keywords

Job Satisfaction, Organizational Culture, Turnover Intention, Work Environment, Work Motivation.

1. Introduction

The contemporary workplace continues to change due to technological advancement, evolving service demands, organizational restructuring, and workforce needs. These changes require organizations to retain productive, committed, and adaptable employees while potentially affecting employee well-being, motivation, satisfaction, and commitment, which may increase turnover intention. Persistent turnover intention can undermine workforce stability, performance, knowledge continuity, and service quality, particularly in public service organizations such as PT PLN. Turnover intention is influenced by organizational and work-related factors, including organizational culture, work motivation, and work environment (Pahlawan & Wahyuni, 2022; Lee & Kim, 2024). Job satisfaction may further link these workplace conditions to employees' decisions to stay or leave.

A strong organizational culture is essential for managing changes in work practices and employee expectations. Organizations that promote collaboration, flexibility, innovation, and employee well-being are better positioned to respond to evolving challenges and sustain organizational effectiveness (Kucharska & Rebelo, 2025). An inclusive and learning-oriented culture also encourages employees to contribute, develop their capabilities, and feel valued, which can strengthen engagement (Na & Chelillah, 2022). Clear organizational values and shared goals provide direction during periods of change, while recognition of achievements and support for work-life balance can further enhance employee motivation (Ekanem, 2025). Therefore, an organizational culture that fosters adaptability, employee involvement, and well-being can serve as an important foundation for maintaining productivity and job satisfaction amid increasingly complex workplace challenges.

Work motivation is one of the important factors influencing the level of productivity and organizational success (Loo et al., 2024). Employees who feel motivated tend to be more dedicated and contribute optimally to achieving organizational goals. Factors such as recognition of achievements, career development opportunities, and a positive work environment can become drivers of motivation (Kholifah et al., 2024). A supportive, inclusive work environment that provides opportunities for collaboration builds a foundation for intrinsic motivation. Employee well-being also plays an important role because stress and imbalance in work life can hinder motivation (Ashfan et al., 2026b). Therefore, creating motivating and holistically healthy working conditions will become a sustainable investment for the long-term success of an organization.

The work environment encompasses physical, social, and psychological elements that influence employee experiences and performance (Mozgovoy, 2022). Physical aspects, such as workplace design, lighting, and facilities, affect comfort and productivity, while social aspects involve relationships, communication, and workplace culture. An inclusive, collaborative, and supportive environment can strengthen employee satisfaction, motivation, and engagement by making employees feel valued and supported (Shetty et al., 2025). These conditions are particularly important in public service organizations such as PT PLN (Persero), especially the *Unit Pelaksana Pelayanan Pelanggan Pondok Kopi*, which directly interacts with customers. To provide fast, reliable, and responsive services, employees need a conducive work environment that supports motivation and adaptation to organizational culture. Conversely, an unfavorable environment may contribute to low job satisfaction and higher turnover intention, potentially undermining organizational performance and service quality.

Recent studies have examined organizational culture, work motivation, and work environment as important determinants of employee job satisfaction. Organizational culture is positively associated with job satisfaction, as supportive cultures

strengthen employees' positive perceptions of their work, while work motivation and work environment have also been shown to enhance satisfaction (Aljumah, 2023; Alkhateeb et al., 2025; Katrine et al., 2025). However, these factors are often examined separately, leaving limited understanding of their combined influence and the role of job satisfaction in explaining turnover intention. This study addresses this gap by integrating organizational culture, work motivation, and work environment into a single framework, with job satisfaction positioned as a mediating mechanism linking these factors to turnover intention. This integrated model provides a more comprehensive perspective on employee retention.

This study explores the effect of organizational culture, work motivation, and work environment on turnover intention, with job satisfaction as a mediating variable. The focus is on understanding the factors that influence employees' intention to leave the organization. Job satisfaction is considered a crucial link that potentially mediates the relationship between independent variables and turnover intention. The results of this study are expected to provide insights for human resource practitioners in reducing employee turnover intention by improving job satisfaction through interventions related to organizational culture, work motivation, and work environment.

2. Literature Review and Hypothesis Development

2.1. Organizational Culture, Work Motivation, and Job Satisfaction

Organizational culture represents an organization's identity and shapes how employees interact, adapt, and perform within the workplace (Bijalwan et al., 2024). It comprises artifacts, shared values, and underlying assumptions that guide behavior and decision-making (Gerçek & Özveren, 2024). A supportive culture that promotes inclusion, transparency, innovation, and employee involvement can foster a positive work climate and strengthen job satisfaction (Obeng et al., 2024; Kulachai, 2025; Riza et al., 2025). Employees whose personal values are consistent with organizational values (Xiong et al., 2022) are more likely to feel valued and connected, resulting in greater satisfaction, whereas cultural misalignment and inconsistent implementation may reduce satisfaction. Moreover, an adaptive and innovation-oriented culture can help employees respond to workplace changes while maintaining satisfaction (Ferede et al., 2024; Srimongkolkul et al., 2025). Therefore, organizational culture is expected to influence job satisfaction positively.

Work motivation refers to the internal drive that encourages individuals to achieve goals and sustain behaviors that support them (Otermans et al., 2025). In organizations, motivation contributes to employee productivity, performance, and satisfaction, while rewards and reinforcement can further strengthen work-related behavior (Coco et al., 2023). Gumasing and Ilo (2023) note that as workplace conditions evolve, organizations need to align motivational strategies with employee needs and well-being to maintain motivation. Wibisono et al. (2023) and Ng et al. (2024) note that higher work motivation is associated with greater job satisfaction because motivated employees tend to be more engaged, perform better, and gain satisfaction from their achievements. Motivation also helps employees adapt to change and remain focused on organizational goals (Vo et al., 2022). Accordingly, motivation can enhance both employee engagement and well-being, supporting a positive relationship between work motivation and job satisfaction (Baquero, 2023; Mohamad & Abiddin, 2024).

H1: Organizational culture has a positive effect on job satisfaction.

H2: Work motivation has a positive effect on job satisfaction.

2.2. Work Environment and Job Satisfaction

The work environment encompasses various aspects that influence employee experience, including physical, social, and psychological aspects. Subramaniam et al. (2024) note that physical aspects include workspace design, facilities, and environmental conditions such as lighting and temperature, which support comfort and productivity. A good work environment can create a comfortable atmosphere, support well-being, and increase employee job satisfaction (Gazi et al., 2025). To address changing work dynamics, organizations need to manage the work environment adaptively through flexible policies that support employee well-being, ensuring productivity and adaptability.

The relationship between the work environment and job satisfaction is crucial in understanding employee well-being. A supportive work environment, encompassing physical, social, and psychological aspects, contributes to increased job satisfaction (Dewa, 2023; Cumar et al., 2025; O'Callaghan & Sadath, 2025). Adequate facilities, harmonious working relationships, and support within the work environment create a comfortable atmosphere and encourage employees to perform optimally. Based on Malta et al. (2024), a less conducive work environment, such as uncomfortable physical conditions or a lack of social support, can reduce employee job satisfaction. In the face of changing work environments, an organization's ability to create an adaptive and responsive environment is a crucial factor in maintaining job satisfaction (Athamneh & Jais, 2023). Therefore, a good work environment not only increases comfort but also plays a role in creating job satisfaction and supporting overall employee well-being (Dumitriu et al., 2025).

H3: Work environment has a positive influence on job satisfaction.

2.4. Job Satisfaction and Turnover Intention

Turnover intention reflects an employee's tendency to leave an organization or seek employment elsewhere (Berber et al., 2022). This turnover intention is influenced by various factors, such as job satisfaction, work motivation, and work environment conditions. Employees who feel dissatisfied, have unmet needs, or experience a mismatch between their personal values and the organizational culture are more likely to want to leave (Zahra et al., 2026). Al-Abdallah et al. (2023), in the context of a changing work environment, found that factors such as uncertainty, changes in organizational culture, and unfair treatment can increase employee turnover tendencies. Therefore, organizations need to understand the factors that influence turnover intention and take strategic steps to mitigate their impact.

The relationship between job satisfaction and turnover intention is a crucial aspect of human resource management. Employee job satisfaction directly influences the tendency to leave the organization (Lee & Kim, 2024). Fasbender and Drury (2022) and Anse et al. (2025) found that satisfied employees tend to have lower turnover intentions because they feel connected to the organization, comfortable with the work environment, and receive recognition for their contributions. Conversely, low job satisfaction can increase employees' tendency to seek opportunities elsewhere. Dissatisfaction with the job, environment, or rewards received can encourage turnover intentions. Therefore, increasing job satisfaction is an important strategy to reduce turnover intentions (Patrichi et al., 2025). Therefore, organizations need to pay attention to factors that influence job satisfaction, such as working conditions, reward systems, and career development, to retain employees and reduce turnover intentions (Jiang et al., 2024; Peemanee et al., 2026).

H4: Job satisfaction has a negative effect on turnover intention.

2.5. Mediating Effect of Job Satisfaction

Job satisfaction can serve as an important psychological mechanism linking organizational conditions and employees' intention to leave. Employees who perceive their organization's culture as supportive, transparent, and aligned with their values are more likely to experience positive job attitudes and greater satisfaction (Obeng et al., 2024; Kulachai, 2025; Riza et al., 2025). Similarly, research by Wibisono et al. (2023) and Ng et al. (2024) shows that work motivation strengthens employees' engagement and sense of achievement, thereby enhancing job satisfaction. A supportive work environment also contributes to satisfaction by providing adequate facilities, positive social relationships, and psychological comfort (Dewa, 2023; Cumar et al., 2025; O'Callaghan & Sadath, 2025). When employees experience higher job satisfaction, they are more likely to develop positive attitudes toward their jobs and remain with the organization. Conversely, dissatisfaction may increase withdrawal tendencies and turnover intention. Thus, job satisfaction can transmit the effects of organizational culture, work motivation, and work environment on employees' turnover intention.

Empirical evidence supports the mediating role of job satisfaction in explaining employees' turnover intention. Syarif et al. (2024) found that job satisfaction mediated the relationship between organizational culture and turnover intention, indicating that a supportive culture can reduce employees' intention to leave partly by strengthening job satisfaction. Similarly, Pahlawan and Wahyuni (2022) demonstrated that job satisfaction mediated the effect of the work environment on turnover intention, highlighting the importance of employees' satisfaction in translating workplace conditions into retention-related outcomes. Indah et al. (2025) further confirmed that job satisfaction mediates the relationship between workplace-related satisfaction and turnover intention, suggesting that employees' evaluations of their work experiences are an important mechanism underlying their intention to remain or leave. Based on this theoretical and empirical evidence, job satisfaction is expected to mediate the effects of organizational culture, work motivation, and work environment on turnover intention.

H5: Job satisfaction mediates the effect of organizational culture on turnover intention.

H6: Job satisfaction mediates the effect of work motivation on turnover intention.

H7: Job satisfaction mediates the effect of work environment on turnover intention.

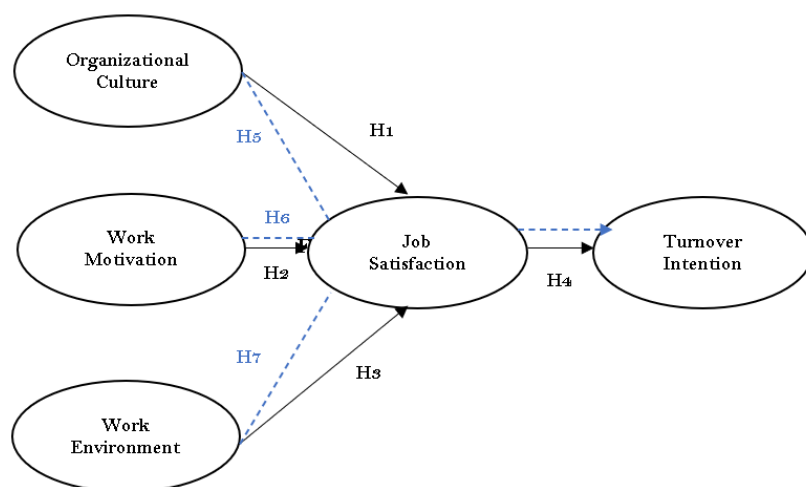


Figure 1. Conceptual Framework

The proposed research model in Figure 1 examines the relationships among organizational culture, work motivation, work environment, job satisfaction, and turnover intention. Organizational culture is hypothesized to positively influence job satisfaction (H1), as a supportive and well-established culture can foster positive employee experiences and perceptions of the workplace. Work motivation is expected to positively affect job satisfaction (H2), as motivated employees are more likely to perceive their work as meaningful and rewarding. Similarly, a conducive work environment is hypothesized to enhance job satisfaction (H3) by providing supportive conditions that promote employee comfort and well-being. Job satisfaction is expected to influence turnover intention (H4) negatively, as satisfied employees are less likely to consider leaving the organization. Furthermore, job satisfaction is proposed as a mediating mechanism through which organizational culture (H5), work motivation (H6), and work environment (H7) may influence turnover intention.

3. Methods

This study uses a quantitative approach to determine the effect of organizational culture, work motivation, and work environment on job satisfaction, as well as the effect of job satisfaction on turnover intention. The data acquisition process in this study was conducted through a survey approach using an online questionnaire method via the Google Form platform. The selection of the research sample was carried out using purposive sampling, involving 150 respondents from PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan Pondok Kopi, who included employees from various educational backgrounds and age groups. Data collection was conducted in May 2026. Before distributing the main questionnaire, an instrument trial (pretest) was conducted with 30 respondents to ensure the validity and feasibility of the research instrument used. Through this process, it is expected that comprehensive and diverse data will be obtained, allowing for an in-depth analysis of the variables of organizational culture, work motivation, work environment, and turnover intention.

In this research, the measurement of the variables being investigated was adopted from previous studies. Organizational culture was measured through 6 statements adopted from Qatawneh (2023). Work motivation was measured using 6 statements adopted from Zeng et al. (2022). Work environment was measured through 6 statements adopted from Iqbal et al. (2022). Job satisfaction was measured using 6 statements adopted from Ozdoba et al. (2022). Turnover intention was measured through 6 statements adopted from Wang et al. (2024). All statements were measured using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

This study adopts a quantitative approach by applying the PLS-SEM (Partial Least Squares Structural Equation Modeling) method to analyze the data. The data analysis and processing procedures were carried out gradually using SPSS 27 and SmartPLS 3.0 software. The first stage was conducted using SPSS 27 to test the quality of the research instrument through validity and reliability tests. The validity test was conducted to ensure that each statement item was able to measure the investigated constructs, while the reliability test was performed using Cronbach's Alpha with a minimum value of 0.70 as an indicator that the instrument has a good level of consistency. After the instrument was declared valid and reliable, the next stage was conducted using SmartPLS 3.0 to test the research model and proposed hypotheses. The analysis was carried out through outer model testing, including convergent validity, discriminant validity, and composite reliability, as well as inner model testing, including path coefficients, R-square values, and hypothesis testing using the bootstrapping method. Through these stages, this study is expected to provide a more comprehensive understanding of the influence of organizational

culture, work motivation, and work environment on turnover intention with job satisfaction as a mediating variable.

4. Results

The results of this study are presented to provide an empirical overview of the relationships among organizational culture, work motivation, work environment, job satisfaction, and turnover intention. The analysis focuses on the validity and reliability of the research instrument and the significance of the proposed relationships among the variables.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	130	86.67
	Female	20	13.33
Age	18 - 26 years	5	3.33
	27 - 35 years	41	27.33
	36 - 44 years	54	36
	45 - 53 years	42	28
	> 54 years	8	5.33
	High School (SMA / SMK)	97	64.67
Education	Diploma (D1 - D3)	15	10
	Bachelor (D4 / S1)	37	24.67
	Master (S2)	1	0.67
	Doctoral (S3)	0	0

Results in Table 1 show that in this study involved 150 respondents with diverse demographic characteristics based on gender, age, and education. Based on gender, the majority of respondents were male (130 people), while female respondents numbered 20 people (13.33%). Based on age, the majority of respondents were in the age range of 36 - 44 years (54 people) (36.00%), followed by 42 people aged 45–53 years (28.00%), 41 people aged 27–35 years (27.33%), 8 people aged over 54 years (5.33%), and 5 people aged 18–26 years (3.33%). Based on the highest level of education, the majority of respondents had a high school/vocational high school education (97 people) (64.67%), followed by a bachelor's degree (37 people) (24.67%), a diploma education (15 people) (10.00%), and a master's degree education (1 person) (0.67%). This study did not include any respondents with a doctoral degree. The characteristics of the respondents indicate that the study was dominated by men of productive age with secondary to undergraduate education.

Table 2. Validity and Reliability Test Before Elimination

Variable	Item	R-count	Cronbach Alpha
Organizational Culture (OC)	OC1	0.815	0.923
	OC2	0.885	
	OC3	0.870	
	OC4	0.902	
	OC5	0.828	
	OC6	0.842	
Work Motivation (WM)	WM1	0.874	0.933
	WM2	0.919	
	WM3	0.803	
	WM4	0.902	
	WM5	0.868	
	WM6	0.861	
Work Environment (WE)	WE1	0.933	0.944
	WE2	0.911	

Variable	Item	R-count	Cronbach Alpha
Job Satisfaction (JS)	WE3	0.835	0.936
	WE4	0.899	
	WE5	0.949	
	WE6	0.824	
	JS1	0.902	
	JS2	0.905	
	JS3	0.871	0.936
	JS4	0.854	
	JS5	0.882	
	JS6	0.877	
	TI1	0.835	0.907
Turnover Intention (TI)	TI2	0.849	
	TI3	0.888	
	TI4	0.768	
	TI5	0.789	
	TI6	0.854	

Table 2 shows the results of the validity and reliability tests before elimination. All indicators have R-count values above 0.70, indicating that all items are valid and able to measure their respective constructs. The reliability test also shows that all variables have Cronbach's Alpha values above 0.70, namely organizational culture (0.923), work motivation (0.933), work environment (0.944), job satisfaction (0.936), and turnover intention (0.907). These results indicate that all research instruments have good internal consistency and are suitable for further analysis.

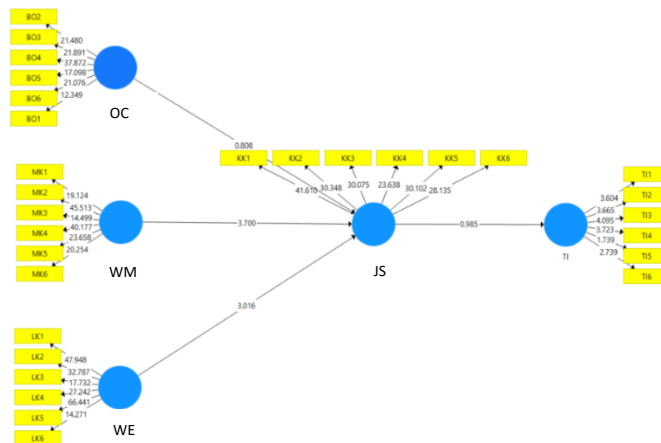


Figure 2. Path Diagram

Table 3. Validity and Reliability After Elimination Test

Variable	Item	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Organizational Culture	OC1	0.775	0.928	0.934	0.944	0.737
	OC2	0.874				
	OC3	0.868				
	OC4	0.914				
	OC5	0.848				
	OC6	0.866				
Work Motivation	WM1	0.925	0.943	0.947	0.955	0.78
	WM2	0.901				
	WM3	0.881				
	WM4	0.822				
	WM5	0.865				

Variable	Item	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Work Environment	WM6	0.901	0.949	0.951	0.959	0.798
	WE1	0.941				
	WE2	0.911				
	WE3	0.818				
	WE4	0.899				
	WE5	0.955				
	WE6	0.827				
Job Satisfaction	JS1	0.879	0.937	0.938	0.95	0.761
	JS2	0.921				
	JS3	0.789				
	JS4	0.903				
	JS5	0.871				
	JS6	0.866				
Turnover Intention	TI1	0.936	0.91	0.811	0.901	0.613
	TI2	0.944				
	TI3	0.833				
	TI4	0.705				
	TI5	0.526				
	TI6	0.665				

Table 3 and Figure 2 present the validity and reliability test results after elimination. The results show that most indicators have outer loading values above 0.70, indicating good convergent validity, although several turnover intention indicators have lower loading values but remain acceptable. The reliability test indicates that all variables meet the required criteria, with Cronbach's Alpha, rho_A, and composite reliability values above 0.70. In addition, the AVE values for all constructs are above 0.50, confirming adequate convergent validity. The measurement model demonstrates good reliability and validity, making the constructs suitable for further structural model analysis.

Table 4. Discriminant Validity: Fornell-Larcker

Variable	OC	JS	WE	WM	TI
Organizational Culture	0.858				
Job Satisfaction	0.819	0.883			
Work Environment	0.863	0.889	0.893		
Work Motivation	0.841	0.894	0.901	0.872	
Turnover Intention	-0.117	-0.185	-0.188	-0.205	0.783

Table 4 presents the results of discriminant validity testing using the Fornell-Larcker criterion. The results show that the square root of AVE for each construct is higher than the correlation values with other constructs, indicating that discriminant validity has been achieved. Organizational culture has a value of 0.858, job satisfaction has a value of 0.883, work environment has a value of 0.893, work motivation has a value of 0.872, and turnover intention has a value of 0.783. These values are greater than their correlations with other variables, confirming that each construct has sufficient uniqueness and can be empirically distinguished from other constructs. Therefore, the measurement model meets the discriminant validity criteria and is suitable for further analysis.

Table 5. Model Fit

Statistics	Saturated Model	Estimated Model
SRMR	0.068	0.067
d_ULS	2.124	2.1
d_G	2.115	2.118

Statistics	Saturated Model	Estimated Model
Chi-Square	1474.615	1476.712
NFI	0.747	0.747

Table 5 presents the results of the model fit evaluation. The SRMR value of the saturated model (0.068) and the estimated model (0.067) are below the recommended threshold of 0.08, indicating that the proposed model has a good fit with the empirical data. The d_ULS and d_G values show similar results between the saturated and estimated models, indicating acceptable model accuracy. The Chi-Square values of 1474.615 for the saturated model and 1476.712 for the estimated model indicate the overall model evaluation. Furthermore, the NFI value of 0.747 suggests that the model has an acceptable fit level. The model fit results indicate that the structural model is appropriate and can be used for further hypothesis testing.

Table 6. R Square

Variable	R Square	R Square Adjusted
Job Satisfaction	0.839	0.835
Turnover Intention	0.034	0.028

Table 6 presents the results of the R-squared test. The R-squared value for job satisfaction is 0.839, with an adjusted R-squared value of 0.835, indicating that organizational culture, work motivation, and work environment explain 83.9% of the variation in job satisfaction, while other factors outside the model explain the remaining 16.1%. Meanwhile, turnover intention has an R Square value of 0.034 and an adjusted R Square value of 0.028, indicating that job satisfaction explains only 3.4% of the variation in turnover intention, while the remaining 96.6% is influenced by other variables not included in this study.

Table 7. Path Coefficients

Path	Original Sample	Sample Mean	Standard Deviation	t-statistics	p-values
OC -> JS	0.088	0.097	0.109	0.815	0.415
WM -> JS	0.462	0.451	0.127	3.634	0.000
WE -> JS	0.397	0.398	0.133	2.982	0.003
JS -> TI	-0.185	-0.166	0.188	0.979	0.328
OC -> JS -> TI	-0.016	-0.013	0.031	0.52	0.603
WM -> JS -> TI	-0.085	-0.078	0.09	0.944	0.345
WE -> JS -> TI	-0.073	-0.069	0.081	0.904	0.366

Note: OC = Organizational Culture, JS = Job Satisfaction, WE= Work Environment, WM= Work Motivation, TI = Turnover Intention.

Table 7 presents the results of the path coefficient analysis and hypothesis testing. The results show that organizational culture has a positive but insignificant effect on job satisfaction, with an original sample value of 0.088, a t-statistic value of 0.815, and a p-value of 0.415. Job satisfaction also has a negative and insignificant effect on turnover intention, with an original sample value of -0.185, a t-statistic value of 0.979, and a p-value of 0.328. Meanwhile, work environment has a positive and significant effect on job satisfaction, with an original sample value of 0.397, a t-statistic value of 2.982, and a p-value of 0.003. Work motivation also has a positive and significant effect on job satisfaction, with an original sample value of 0.462, a t-statistic value of 3.634, and a p-value of 0.000. These results indicate that work environment and work motivation significantly improve job satisfaction, while organizational culture and job satisfaction do not significantly influence their respective dependent variables in this research model.

The results of the indirect effect show that the effect of organizational culture on turnover intention through job satisfaction has a coefficient of -0.016 , a t -statistic of 0.520 , and a p -value of 0.603 . Since the p -value exceeds 0.05 , the indirect effect is not significant. Similarly, the indirect effect of work environment on turnover intention through job satisfaction produces a coefficient of -0.073 , a t -statistic of 0.904 , and a p -value of 0.566 , indicating an insignificant mediation effect. Meanwhile, the indirect effect of work motivation on turnover intention through job satisfaction has a coefficient of -0.085 , a t -statistic of 0.944 , and a p -value of 0.845 , indicating an insignificant indirect effect.

5. Discussion

The findings show that work motivation has a positive and significant effect on job satisfaction, indicating that higher employee motivation is associated with greater job satisfaction. Work motivation is also the most dominant factor influencing job satisfaction in this study, suggesting that performance appreciation, career development opportunities, and recognition of employee contributions are particularly important in employees' daily work experiences. When employees perceive that their efforts are valued and that their jobs provide opportunities for growth, they are more likely to feel satisfied with their work. This finding is in line with Subramaniam et al. (2024), who found that work motivation positively affects job satisfaction. Similarly, Kravariti et al. (2023) showed that motivated employees tend to develop more positive perceptions of their work. Compared with previous studies, this study further highlights work motivation as the most dominant factor influencing job satisfaction.

The findings show that the work environment has a positive and significant effect on job satisfaction. Based on Sabeng and Mensah (2023), a comfortable, supportive, and conducive environment can enhance employee satisfaction. The work environment encompasses not only physical conditions but also colleague relationships, supervisor support, and the overall work atmosphere that enables employees to perform effectively. At PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan Pondok Kopi, effective coordination among employees and work units makes harmonious relationships, supervisor support, and workplace comfort particularly important. A conducive environment can help employees feel secure, valued, and supported, while harmonious relationships and supervisor support may reduce work pressure and strengthen emotional attachment to work (Ashfan et al., 2026a). Therefore, organizations should maintain a supportive work environment as an important strategy for enhancing employee job satisfaction.

The findings show that organizational culture does not have a significant effect on job satisfaction at PT PLN (Persero). This finding differs from Abawa and Obse (2024), who found that organizational culture influences employee-related outcomes, suggesting that the effect of organizational culture may vary depending on organizational conditions and how employees perceive organizational values. In this study, employees may place greater importance on more tangible factors, such as work motivation and the work environment, which may explain the insignificant effect of organizational culture on job satisfaction.

Furthermore, job satisfaction has a negative but statistically insignificant effect on turnover intention, indicating that job satisfaction does not significantly influence employees' intention to leave PT PLN (Persero). Research by Chang et al. (2023) suggests that employees' decisions to remain or leave may instead be shaped by factors such as compensation, career opportunities, job stability, economic conditions, and personal considerations. Thus, being satisfied with one's current job does not necessarily eliminate the intention to seek better opportunities elsewhere. This may also relate to the predominance of productive-age respondents, who may be more open to exploring new employment opportunities and pursuing career

development (Pham et al., 2024). Therefore, turnover intention appears to be influenced by broader employment and personal considerations beyond employees' current level of job satisfaction.

The mediation analysis shows that job satisfaction does not significantly mediate the effects of organizational culture, work environment, or work motivation on turnover intention. Although work environment and work motivation significantly influence job satisfaction, the indirect effects remain insignificant because job satisfaction does not significantly affect turnover intention. This finding is consistent with Gan et al. (2024), who found that job satisfaction does not mediate the relationship between organizational culture and turnover intention. Similarly, Al Jamil et al. (2022) reported that job satisfaction does not consistently mediate the relationship between organizational environment and turnover intention. Puspitasari and Kirana (2022) also showed that increased job satisfaction does not necessarily reduce turnover intention. Thus, turnover intention may be shaped by factors beyond job satisfaction, implying that organizations should adopt broader retention strategies addressing compensation, career development, and job security.

6. Conclusion

Based on the analysis, work motivation and work environment have a positive and significant effect on job satisfaction, indicating that stronger motivation and a more supportive work environment contribute to higher employee satisfaction. In contrast, organizational culture does not significantly influence job satisfaction. Job satisfaction also has a negative but insignificant effect on turnover intention, suggesting that higher satisfaction tends to reduce employees' intention to leave, although the relationship is not statistically meaningful. Furthermore, job satisfaction does not significantly mediate the effects of organizational culture, work environment, or work motivation on turnover intention. The findings highlight the importance of work motivation and environment in enhancing job satisfaction.

The results of this study provide important managerial implications for organizations in managing human resources. Organizations need to focus on strategies to improve job satisfaction through increasing work motivation and creating a conducive work environment. Efforts such as providing fair rewards, career development opportunities, supervisor support, and a comfortable work environment can help improve employee job satisfaction. In addition, organizations also need to understand that turnover intention is not only influenced by job satisfaction, so a more comprehensive approach is required to retain employees, including paying attention to employee well-being, job stability, and long-term career development opportunities.

Several limitations should be considered when interpreting the findings. The limited number of respondents and sector coverage may restrict the generalizability of the results. Future research should therefore involve larger and more diverse samples across industrial sectors and consider additional factors influencing turnover intention, such as compensation, work-life balance, workload, career development, and leadership style. Moreover, qualitative approaches, including in-depth interviews, could complement quantitative findings by providing deeper insights into employees' perceptions and experiences regarding organizational culture, work motivation, work environment, job satisfaction, and turnover intention.

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