Analyzing Turnover Intention, Employment Period, and Employee Performance in National Narcotics Agency of North Sumatra

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Abstract— This research aims to determine and analyze the relationship between turnover intention and length of service on employee performance in Organizational Culture Mediation in the National Narcotics Agency Work Unit (Satker BNN) of North Sumatra Province. The type of research used is quantitative. The population and sample in this research are all permanent employees in the North Sumatra Province BNN Satker, totaling 100 employees (saturated sample). The data source used in this research is primary data. Data were analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) using SmartPLS software. The results of the research state that based on the results and discussion described above, it is concluded that: there is a positive and significant influence of turnover intention on employee performance, there is a positive and significant influence of turnover intention on organizational culture, there is a positive and significant influence of tenure on employee performance. , there is a positive and significant influence of work experience on organizational culture, however, organizational culture does not have a positive and significant influence on employee performance in the Provincial BNN Working Unit.

Keywords— turnover intention, length of working, employee performance, culture organization

I. INTRODUCTION

The National Narcotics Agency is a Government institution tasked with eradicating narcotics and illicit drugs circulating in the territory of the Republic of Indonesia. In carrying out its functions and duties, BNN always prioritizes employee performance so that it always gains public trust in handling its duties. As intended, performance is very important for an organization because it determines the progress of an organization[1]. It is also important because it represents the success of the manager in managing the company and its human resourcesa[2]. The goal of an organization's success will be determined by the performance of its workers. Organizations often struggle to achieve their goals because of unproductive personnel and inability to meet job standards [3]. Employee performance itself also contains the meaning of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him[4]. One of the factors that affects the success rate of an organization is the performance of its employees. Therefore, employee performance needs to be considered in an effort to achieve maximum goals [5].

Along with the importance of employee performance in an organization, special attention is needed by the leadership in solving the problem of employee performance. In carrying out its duties, the National Narcotics Agency Work Unit (Satker BNN Provsu) experienced various obstacles and obstacles to the performance of its employees, namely based on previous research [6] Employee performance that is not in accordance with the regulations implemented by the superior, as indicated by the fact that some employees make mistakes in their work. This will have an impact on the progress of an organization or in this case the progress of the National Narcotics Agency (BNN) Work Unit of North Sumatra Province. (Pohan et al., 2021) (Pohan et al., 2021)

The problem of employee performance at the National Narcotics Agency Work Unit (Satker BNN) Provsu is very closely related to *Turnover Intention* (the level of employee entry and exit). *Turnover Intention* is an important aspect that must be considered by an organization/company, because this will have an impact on employee performance and the costs that will be incurred by the organization or company in recruiting new workers [8].

[9] [9]placed in BNN does not have integrity and capability, meaning that BNN is often only used as a transit place

only to get the rank of general and after that be transferred to another place. So that this will have an impact on the performance of the workers in the BNN Provsu Task Force.

[10] *Turnover intention* in the BNN Provsu Task Force is due to one of them, namely employees always thinking about leaving, employees looking for alternative jobs, employees have the intention to leave the organization. The indication of the problem of the indication of the turnover intention problem can be used as a measuring tool to solve the problems that occur in the BNN Provsu Task Force related to turnover intention [10][11].

Employee performance problems that occur in the BNN Provsu Task Force do not only come down to turnover intention, but also in the employee's working period where the employee's working period tends to be long will make a person more at home and comfortable because they are more likely to adapt to the work to be done and adapt to their work environment [12].

Indications of employee tenure problems in the National Narcotics Agency Work Unit (Sater BNN) of North Sumatra Province as explained in the study [9] where in his research it is stated that many people are placed in BNN just to pursue a position, while the position pursued only takes a relatively short time after getting it they are mutated to a better one[13]. It is very inconsistent with the theory described in the research [14] which states that a person who has a long working period will be more likely to be more comfortable staying because he is civilized with his work environment and organizational environment.

Indications of the problem of the working period of the employee can be solved by considering aspects that can be used as a benchmark according to the Library Center of the Ministry of Education and Culture (2013) in [15] The working period indicator consists of the length of the probation/internship period, the length of time working in the company, the length of work in the current job position.

The problems that have been mentioned above are related to employee performance, both in terms of turnover intention, employee tenure, this is inseparable from the organizational culture created in the work environment of the National Narcotics Agency Work Unit (Satker BNN) Provsu. Organizational culture is believed to be a determinant of the success of an organization. To achieve this success, aspects are needed that can support the organization to grow and develop sustainably [16].

According to Soedjono (2005) in [17], An organization's culture can provide a significant competitive advantage if it supports its strategy and responds well to challenges and changes. Organizational culture varies from company to company. In addition, organizational culture also serves as a medium to develop bonds between employees and the organization. This will give employees a sense of ownership towards the company.

Based on the description of the problem that has been explained above, the researcher is interested in raising a study entitled "*Analyzing Turnover Intention, Employment Period, and Employee Performance in National Narcotics Agency of North Sumatra* ".

The type of research that researchers use is quantitative research. The location of the research was carried out at the National Narcotics Agency Work Unit of North Sumatra Province. The population and sample in this study are all permanent employees in the North Sumatra Province BNN Task Force which amounted to 100 employees (saturated sample). The data source used in this study is primary data.

Table 1. Variable Operational Definition

Types of Variables	Definition	Indicator
Employee Performance (Y)	Performance is the result of employee work, both qualitatively and quantitatively, carried out by an employee in carrying out his	(Pohan et al., 2021.) (Pohan et al., 2021.) - Number of Jobs - Quality of Work -Timeliness -Presence - Ability to Cooperate

Types of Variables	Definition	Indicator
	duties in accordance with the responsibilities imposed on him (Cahyono dan Putri, 2020),(Handayani & Daulay, 2021),[20]	
Turn Over Intention (X1)	Turnover intention is the result of an individual's evaluation of the sustainability of the relationship between the company and the employee where the employee works and is manifested in tangible form [14]	Indications of turnover *intention* problems in the BNN Provsu Task Force are due to one of them, namely 1. Employees are always thinking about getting out, 2. Employees are looking for alternative jobs, 3. The employee has the intention to leave the organization [14].
Working Time (x2)	Employee tenure is the length of time an employee has worked in the company [21]	According to the Library of the Ministry of Education and Culture (2013) in [22] The working life indicator consists of 1. Length of probation/intern ship period, 2. Length of working time in the company, Long working in the current work position.

Types of Variables	Definition	Indicator

Organizational Culture (Z)	Organizational culture includes ideas, values, attitudes, and ethics that exist as rules. So, organizational culture can be used as a guideline for employees, starting from how to work together and with all members of the company in carrying out their duties [17]	Organizational culture has two components of indicators [17] : - Beliefs that are the philosophical values of the organization (Guiding beliefs) - Daily beliefs.

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly powerful analysis method because it is not based on many assumptions.

II. RESULTS

A. Outer Models Analysis

1. Composite Reliability

The statistics used in the measurement of the reliability calculation of a composite or construct are as follows: a composite reliability value of more than 6.0 means that the construct is reliable or has high reliability as a measuring tool. A threshold value of 0.6 or higher indicates acceptable, while an acceptable threshold value between 0.8 and 0.9 indicates very satisfactory.

Table 2 Result Composite Reliability

	Composite Reliability
Turnover Intention (X1)	0,736
Working Period (X2)	0,724
Employee Performance (Y)	0,804
Organizational Culture (Z)	0,731

Data Source : Data SEM-PLS 2024

The conclusions of composite reliability testing are as follows:

1. The Turnover Intention variable is reliable because of the Composite Reliability value of 0.736

2. The Working Life variable is reliable because of the Composite Reliability value of 0.724
3. The Employee Performance variable is reliable because of the Composite Reliability value of 0.804.
4. The Organizational Culture variable is reliable because of the Composite Reliability value of 0.731

2. Average Variance Extracted (AVE)

AVE, or the average size of the extracted variance, balances the variance that an item can account for with variations due to measurement errors. If the AVE score exceeds 0.5, the construct has excellent convergence validity. Latent factors can explain almost 50% of the variance of indicators.

Table 3. Hasil Average Variance Extracted

	Composite Reliability
Turnover Intention (X1)	0,65
Working Period (X2)	0,769
Employee Performance (Y)	0,650
Organizational Culture (Z)	0,607

Data Source : Data SEM-PLS 2024

The conclusion of the AVE test is as follows:

1. The Turnover Intention variable is reliable, because the AVE Test value is 0.656
2. Reliable Working Period variable, because the AVE Test value is 0.769
3. Employee Performance Variables, because the AVE Test score is 0.650
4. The Organizational Culture Variable is reliable, because the AVE Test score is 0.607

B. Inner Models

1. R-Square
R-Square is a measure of the proportion of variation in the value of the variable that is affected (endogenous) and can be explained by the variable that affects it (exogenous). This is useful for predicting whether the model is good or bad (Juliandi, 2018). R-Square Criteria according to Juliandi (2018) are as follows:
1). If the value of R2 (adjusted) = 0.75 →the model is substantial (strong).
2). If the value of R2 (adjusted) = 0.50 → medium model.
3). If the value of R2 (adjusted) = 0.25 → the model is weak (bad).

Table 3 R-Square

	R-Square	R-Square Adjusted
Performance		
Employee	0,625	0,715

Data Source : Data SEM-PLS 2024

The conclusion of the r-square value test on the performance of employees of the R-Square Adjusted path model using the moderator variable is 0.715. This means that the variables of turnover intention and employment period (the interaction of organizational culture with the style of turnover intention, employment period) in explaining employee performance are 71.5%. Thus, the model is classified as substantial (strong).

2. Direct Effect

The purpose of direct influence analysis is to test the hypothesis of a direct influence of a variable that affects (exogenous) on the variable in question. influence (endogenous) (Juliandi, 2018). Probability/significance value (P-Value):

- If the P-Values < 0.05, it is significant.

- If the P-Values > 0.05 then it is not significant.

Tabel 4. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X1 -> Y	0,147	0,145	0,195	1,704	0,01
X1 -> Z	0,486	0,525	0,155	1,805	0,02
X2 -> Y	0,763	0,768	0,183	1,715	0,00
X2 -> Z	0,146	0,130	0,143	2,370	0,01
Z -> Y	0,124	0,238	0,161	2,230	0,03

The conclusion of the direct influence values in the table above is as follows:

1. Turnover Intention on Employee Performance: Path coefficient = 1.704 > T-Table = 1.660, meaning that the influence of X1 on Y is not significant

2. Turnover Intention on Organizational Culture: Path Coefficient = 1.805 > T-Table = 1.660, meaning that the influence of X1 on Z is insignificant.

3. Length of Service to Employee Performance: Path coefficient = 1.715 > T-Table = 1.660,

   This means that the influence of X2 on Y is significant.

4. Working Period on Organizational Culture: Path coefficient = 2.370 > T-Table = 1.660, meaning that the influence of X2 on Z is significant.

5. Organizational Culture on Employee Performance: Path coefficient = 2.230 > T-Table = 1.660,

   This means that the moderator variable (organizational culture) does not moderate the influence of endogenous variables (turnover intention and tenure) on exogenous variables. (employee performance).

Figure 1.
T-Value Inner and Outer Model

The t-test carried out is the result of the t-test from the bootstrap calculation. The results of the t-test in the figure above will then be compared with the t-value of the table. The analysis of the results of this study is an analysis of the suitability of theories, opinions and previous research that has presented the results of previous research and what behavioral patterns must be done to overcome this. Below are 2 (two) main parts that will be discussed in the analysis of the findings of this study, which are as follows:

1. The Effect of Turn over Intention on Employee Performance

From the results of the statistical test, Turn over Intention (X1) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation (1,901) > ttable (0.1660) with P-Values (0.01) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of turnover intention on employee performance in the North Sumatra Province BNN Task Force. This is very much in line with the research [23] In his research, it was stated that turnover intention has a psotive and significant effect on employee performance, meaning that the higher the level of employee turnover, the more it will affect employee performance in the BNN Provsu Task Force.

2. The Effect of Turnover Intention on Employee Performance

From the results of the statistical test, Turn over Intention (X1) has a significant effect on Organizational Culture (Z). This is clearly seen from the results of the calculation (1.936) > ttable (0.1660) with P-Values (0.02) < 0.05, then H0 is rejected, which shows that there is indeed a positive and significant influence of turnover intention on organizational culture in the North Sumatra Province BNN Task Force. This is very much in line with the research [24] In his research, it was stated that turnover intention has a positive and significant effect on organizational culture, meaning that the higher the level of employee turnover owned, the higher the level of organizational culture of the BNN Provsu Task Force.

3. The Effect of Service Period on Employee Performance

From the results of the statistical test, the Working Period (X2) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation (1.976) > ttable (0.1660) with P-Values (0.00) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of the work period on employee performance at the North Sumatra Province BNN Task Force. This is very much in line with the research [25] In his research, it was stated that the working period had a positive and significant effect on employee performance, meaning that the

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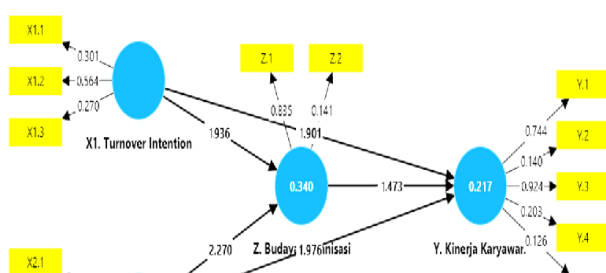
longer an employee works in an organization, the better the performance he will provide as an employee in the BNN Provsu Task Force.

4. The Influence of Working Period on Organizational Culture

From the results of statistical tests, the Working Period (X2) has a significant effect on the Organizational Culture (Z). This is clearly seen from the results of the calculation (2.270) > ttable (0.1660) with P-Values (0.01) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of working period on organizational culture in the North Sumatra Province BNN Task Force. This is very much in line with the research [26] In his research, it was stated that the working period had a positive and significant effect on organizational culture, meaning that the understanding of the organizational value of employees who have worked for a long time tends to be better so that it will encourage performance improvement in the BNN Provsu Task Force.

5. The Influence of Organizational Culture on Employee Performance

From the results of the statistical test, Organizational Culture (Z) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation (1.473) < ttable (0.1660) with P-Values (0.01) < 0.05, then Ha is accepted, which shows that there is no positive and significant influence of organizational culture on employee performance in the North Sumatra Province BNN Task Force. This is very much in line with the research [27];[28] In his research, it was stated that organizational culture only 50.4% had an effect on employee performance. Further research [29] states that organizational culture has no effect on employee performance, meaning that a productive company organizational culture can be realized if all its members are able to implement the behavioral norms that have been set by the company. The behavior of these employees is influenced by the environment in which they work.at the BNN Provsu Task Force.

III. CONCLUSION

Based on the results and discussions that have been described above, it is concluded that there is a positive and significant influence of turnover intention on employee performance, there is a positive and significant influence of turnover intention on organizational culture,

There is a positive and significant influence of the working period on employee performance, there is a positive and significant influence of the working period on the organizational culture, but not the case with the organizational culture does not have a positive and significant influence on the performance of employees in the BNN Provsu Task Force.

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