

# Analysis of the Relationship between Turnover Intention, Employee Employment Period and Employee Performance in Organizational Culture Mediation at the National Narcotics Agency Work Unit of Sumatra Province Utara

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**Abstract**— This research aims to determine and analyze the effect of job training and work motivation on employee performance in compensation mediation at 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 study were all permanent employees in the North Sumatra Province BNN Satker, totaling 50 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 there is a positive and significant influence between job training and compensation, there is a positive and significant influence between Work Motivation on Compensation, there is a positive and significant influence between Compensation on Employee Performance, there is a positive and significant influence between Training on Employee Performance, there is a positive and significant influence between Work Motivation on Employee Performance, there is a positive and significant influence between Job Training on Employee Performance in Compensation Mediation, there is a positive and significant influence between Work Motivation on Employee Performance in Compensation Mediation at the Provincial BNN Working Unit.

**Keywords**— *job training, work motivation, employee performance, compensation*

## I. INTRODUCTION

Drug abuse nationally is a special concern for all groups. Because the effects caused by the use of narcotic drugs are very large, one of which can cause various diseases such as hepatitis A, B, HIV/AIDS virus and other diseases. The spread of the disease is sourced from the use of non-sterile injectable drugs (intervention *drug user's-IDU's*) and the dual epidemic of drugs and HIV/AIDS. Drug crime has reached several aspects and circles, even the drug business has become the business of criminal organizations in the world or internationally such as drug trafficking, money laundry, human trafficking (*trafficking in person*), as well as the resources contained in the drug mafia are increasingly sophisticated and modern so that it becomes difficult for all

state apparatus to eradicate the drug trafficking, thus requiring strong motivation and adequate competence from the state apparatus (BNN, 2010).

The National Narcotics Agency is an institution whose scope of work is to prevent and eradicate the circulation of narcotics in Indonesia in accordance with the mandate of Law Number 35 of 2009 Presidential Decree No. 23 of 2010 concerning the BNN Institution must continue to take part in developing its performance. So that the National Narcotics Agency has formed a work unit in every province in Indonesia in order to reach and cover the work area in terms of drug eradication, one of which is in North Sumatra Province. The threat to the dangers of drugs is increasing and has even reached the educated young generation. Besides that, the Indonesian State has even become a target of the mafia as a target of drug marketing and a target for drug production in the international syndicate network. If drug abuse continues to develop and cannot be prevented, this will become a big threat that will get closer to entering the State of Indonesia (BNN, 2010).

Various strategic steps and efforts that can be carried out by the North Sumatra Province BNN Task Force in drug eradication are improving the professionalism of human resources in drug prevention and eradication, providing preventive-educational efforts, programmatic socialization, proportional coordination, increasing the role of the community, developing aspects of communication, information and education such as education, counseling training and supervision assistance and control (BNN, 2010).

## II. METHOD

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 50 employees (saturated sample). The data source used in this study is primary data



Table 1. Variable Operational Definition

Types of Variables	Definition	Indikator
Employee Performance (Y)	Performance is a form of real activity of an employee as a form of achievement for his or her work responsibilities in the organization (Arthabawan, 2017)	Menurut Robbin (2014) dalam (Safitri & Kasmari, 2022): <ol style="list-style-type: none"> <li>1. Kualitas kerja</li> <li>2. Kuantitas kerja,</li> <li>3. Tanggung Jawab</li> <li>4. Kerjasama dan</li> <li>5. Inisiatif.</li> </ol>
Training (x1)	Training is the process of improving employee competence in terms of improving the quality of employees to carry out their duties and job responsibilities (Wijaya, 2023)	According to Sofyandi (2008) in (Elizar & Tanjung, 2018) indicators of effective training programs: <ol style="list-style-type: none"> <li>1. Training Content</li> <li>2. Training Methods</li> <li>3. Instructor Attitude and Skills</li> <li>4. Length of training <ol style="list-style-type: none"> <li>1. Training facilities</li> </ol> </li> </ol>
Motivation (X2)	Motivation is: an encouragement to an individual to do positive or negative things so that it takes the toughness of a leader to give good and correct direction (Putri et al., 2019)	According to Maslow in (Gunawan et al., 2020) the indicators of work motivation are as follows: <ol style="list-style-type: none"> <li>1. Physical needs</li> <li>2. The need for a sense of security</li> <li>3. Social needs</li> <li>4. Award needs <ol style="list-style-type: none"> <li>1. The need for self-realization</li> </ol> </li> </ol>
Compensation (Z)	Compensation is any form received by an employee for his	According to Simamora in (Astuti & Suhendri, 2019) the

Types of Variables	Definition	Indikator
	or her job responsibilities in the form of wages, salaries, etc . (Putra & Halilah, 2019)	compensation indicators are: <ol style="list-style-type: none"> <li>1. Significance</li> <li>2. Flexibility</li> <li>3. Frequency</li> <li>4. Visibilitas <ol style="list-style-type: none"> <li>1. Cost</li> </ol> </li> </ol>

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.

### III. RESULT AND DISCUSSION

#### A. Result

##### 1. Outer Models Analysis Composite Reliability

The statistics used in the measurement of composite or construct reliability calculations are as follows: a composite reliability value of more than 0.6 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
Job Training (X1)	0,771
Work Motivation (X2)	0,745
Employee Performance (Y)	0,804
Compensation (Z)	0,815

#### Data Source : Data SEM-PLS 2024

Kesimpulan dari pengujian reliabilitas komposit adalah sebagai berikut:

1. Variabel Pelatihan Kerja dapat diandalkan karena nilai Composite Reliability sebesar 0,771
2. Variabel Motivasi Kerja dapat diandalkan karena nilai Composite Reliability sebesar 0,745
3. Variabel Kinerja Karyawan dapat diandalkan karena nilai Composite Reliability sebesar 0,804
4. Variabel Kompensasi dapat diandalkan karena nilai Composite Reliability sebesar 0,815

## 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
Job Training (X1)	0,778
Work Motivation (X2)	0,745
Employee Performance (Y)	0,813
Compensation (Z)	0,831

### Data Source : Data SEM-PLS 2024

The conclusion of the AVE test is as follows:

1. The Job Training variable is reliable, because the AVE Test score is 0.778
2. The Work Motivation Variable is reliable, because the AVE Test score is 0.764
3. Employee Performance Variables, because the AVE Test score is 0.813
4. Reliable Compensation Variable, because the AVE Test value is 0.831

### 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). The criteria for R-Square 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 4. Result Composite Reliability

	R-Square	R-Square Adjusted
Employee Performance	0,825	0,877

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 0.877, which means that the variables of Job Training and Job Motivation (interaction of compensation with job training and work motivation) in explaining employee performance are 87.7%. 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 then significant.
- If the P-Values > 0.05 then it is not significant.

Tabel 5. Direct Effect

	Path Coefficient	T statistics ( O/STDEV )	P values
X1 -> Z	0,443	2,365	0,03
X2 -> Z	0,365	3,607	0,01
Z -> Y	0,401	2,390	0,00
X1 -> Y	0,546	2,937	0,05
X2-> Y	0,467	1,935	0,03

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

1. Job Training Against Compensation: Path coefficient = 2.365 > T-Table = 1.667, meaning the effect of X1 on Z is significant
2. Work Motivation on Compensation: Path coefficient = 3.607 > T-Table = 1.667, meaning that the influence of X2 on Z is significant.
3. Compensation on Employee Performance: Path coefficient = 2.390 > T-Table = 1.667, meaning that the influence of Z on Y is significant.
4. Job Training on Employee Performance: Track coefficient = 2.937 > T-Table = 1.667, meaning that the influence of X1 on Y is significant.
5. Work Motivation on Employee Performance: Path coefficient = 1.935 > T-Table = 1.667, meaning that the influence of X2 on Y is significant.

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

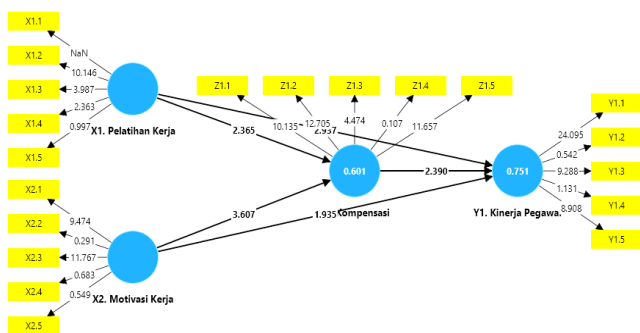
Tabel 6. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T ( O/STDEV )
X1-> Y-> Z	0,533	0,543	0,305	4,7

X2-> Y-> Z	0,475	0,431	0,432	BNN Task Force. This is very much in line with research (Pangestu & Masman, 2023) which states that work motivation has a positive and significant effect on compensation at PT Maxiar Indosurya.
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The conclusion of the direct influence values in the table above is as follows:

1. Job Training on Employee Performance in Compensation Mediation: Path coefficient = 4.755 > T-Table = 1.667, meaning that the moderator variable (organizational culture) is able to moderate the influence of endogenous variables (work discipline) on exogenous variables. (employee performance).
2. Motivation for Employee Performance in Compensation Mediation: Path coefficient = 5.977 > T-Table = 1.667, meaning that the moderator variable (organizational culture) is able to moderate the influence of endogenous variables (leadership style) on exogenous variables. (employee performance).



Picture 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.

**B. Discussion**

**1. The Effect of Job Training on Compensation**

From the results of the statistical test, Job Training (X1) had a significant effect on Compensation (Y). This is clearly seen from the results of the calculation (2,365) > ttable (1,667) with P-Values (0.03) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of job training on compensation in the North Sumatra Province BNN Task Force. This is very much in accordance with research (Novizar & Saryadi, 2019) which states that there is a positive and significant influence between job training and compensation at PT. Sucofindo Semarang Branch.

**1. The Effect of Work Motivation on Compensation**

From the results of the statistical test, Work Motivation (X2) has a significant effect on Compensation (Y). This is clearly seen from the results of the calculation (3,607) > ttable (1,667) with P-Values (0.01) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of work motivation on compensation in the North Sumatra Province

**2. The Effect of Compensation on Employee Performance**

From the results of the statistical test, Compensation (X2) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation (2,390) > ttable (1,667) with P-Values (0.00) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of compensation on employee performance in the North Sumatra Province BNN Task Force. This is very consistent with research (Gigir et al., 2023) which states that there is a positive and significant influence between compensation and employee performance at Ratatotok Buyat Hospital.

**3. The Effect of Training on Employee Performance**

From the results of the statistical test, Job Training (X1) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation (2,937) > ttable (1,667) with P-Values (0.05) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of job training on employee performance in the North Sumatra Province BNN Task Force. This is very consistent with research (Maskurniawan et al., 2022) which states that there is an influence of job training on employee performance at the Public Works and Spatial Planning Office.

**4. The Effect of Work Motivation on Employee Performance**

From the results of the statistical test, Work Motivation (X2) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation (1,935) < ttable (1,667) with P-Values (0.03) < 0.05, then H0 is rejected which shows that there is a positive and significant influence of Work Motivation on employee performance in the North Sumatra Province BNN Task Force. This is very consistent with research (Widodo, 2015) which states that there is a positive and significant influence of work motivation on employee performance at the Gunungpati District Office.

**5. The Effect of Job Training on Employee Performance Mediated by Compensation**

From the results of the statistical test, Job Training (X1) has a significant effect on Employee Performance (Y) in Compensation Mediation. This is clearly seen from the results of the calculation (4,755) < ttable (1,667) with P-Values (0.03) < 0.05, then H0 is rejected which shows that there is a positive and significant influence of job training on employee performance in compensation mediation at the North Sumatra Province BNN Task Force. This is very much in line with research (Maskurniawan et al., 2022) which states that there is an influence of job training on employee performance in compensation mediation at the Public Works and Spatial Planning Office.

**7. The Effect of Work Motivation on Employee Performance Mediated by Compensation**

From the results of the statistical test, Work Motivation (X2) has a significant effect on Employee Performance (Y) in Compensation Mediation. This is clearly seen from the results of the calculation (5.977) > ttable (1.667) with P-Values (0.02) < 0.05, then H0 is rejected which shows that there is a positive

and significant influence of work motivation on employee performance in compensation mediation at the North Sumatra Province BNN Task Force. This is very much in line with research (Widodo, 2015) which states that there is a positive and significant influence of work motivation on employee performance in compensation mediation at the Gunungpati District Office.

#### IV. CONCLUSION

Based on the results and discussions that have been described above, it is concluded: Based on the results and discussions that have been described above, it is concluded that there is a positive and significant influence between job training and compensation, there is a positive and significant influence between Work Motivation and Compensation, there is a positive and significant influence between Compensation and Employee Performance, there is a positive and significant influence between Training and Compensation. Employee Performance, there is a positive and significant influence between Work Motivation and Employee Performance, there is a positive and significant influence between Job Training and Employee Performance in Compensation Mediation, there is a positive and significant influence between Work Motivation and Employee Performance in Compensation Mediation at the North Sumatra Province BNN Task Force.

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