

The Influence of Turnover Intention, Work Discipline, Work Motivation, and Work Environment on Employee Performance of PT Telexindo Bizmart

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Abstract

This study aims to analyze the influence of turnover intention, work discipline, work motivation, and work environment on employee performance at PT Telexindo Bizmart. Using a sample of 150 employees selected through purposive sampling, a quantitative descriptive analysis method with Likert scale measurements were employed. Data were collected using a Google Form questionnaire and analyzed using SPSS 22. The results showed an R square value of 0.708, indicating that 70.8% of employee performance is explained by independent variables, while 29.2% is explained by other variables. Turnover intention had a significant negative effect, while work discipline, work motivation, and work environment had a significant positive effect on employee performance. It is recommended that PT Telexindo Bizmart reduces turnover intention and improves work discipline, work motivation, and work environment to enhance employee performance.

Keywords: Turnover Intention, Work Discipline, Work Motivation, Work Environment, Employee Performance

Introduction

In an institution, fine That institution government nor organization private service interest public, there is desire for reach results optimal work reach objective organization. Human resources are factors that are always connected to every organization, being the key to sustainability and making a significant contribution to achieving company goals effectively and efficiently. Therefore, institutional leaders have an obligation to pay attention to employees, provide direction, and motivate them to improve their performance.

According to Safitri (2019) and Zaky, et. al. (2024), stated that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization in question legally, without violating the law and in accordance with morals and ethics. There are factors that influence performance, one of which is *Turnover Intention*. *Turnover Intention* is the employee's desire or intention to leave the organization. Therefore, companies must be able to manage and pay more attention to human resources. According to Gunawan & Andani (2020), *Turnover Intention* is an employee's desire to move from one workplace to another, but has not yet reached the realization stage, namely moving work from one location to another.

Apart from *Turnover Intention*, the performance that can be seen is work discipline. According to (Wau et al. (2021), work discipline is employee self-control in showing their level of dedication to work in a company or organization. Employees who do not comply with regulations will be subject to sanctions by the company. Motivation is one of the factors that influences employee performance. Motivation acts as a driving force that inspires someone to work enthusiastically, effectively and efficiently with efforts to achieve performance satisfaction Ayu et. al., (2020), employee work motivation is very important for organizational leaders to understand because it really determines the employee's performance.

Another factor that influences performance is the work environment. Environment Work divided on two factors that is *external* and *internal*, from second factor the become important components for pay attention, because can influence How behavior employee moment Work According to (Andi Jusdiana dkk. (2022), environment Work is part capable principal increase quality productivity Work. Environment Work is life social, physical, and psychological at a time agencies that can influence performance employee.

PT Telexindo Bizmart is a company that focuses on business development and *contact center services*, to support the achievement of company or institution strategic targets. Give consultancy and service for development *contact center* and support application *customer relationship, customer experience, and customer engagement*. PT Telexindo Bizmart stand since August 8 2008, PT Telexindo Bizmart in a way special provide consultancy, training management, training service, publication, *event management*, and providing power Work *contact center* and PT Telexindo Bizmart has 150 employees.

Study previously shows varying results related performance employees, with variable like *turnover intention*, discipline work, motivation work, and environment Work. Surya et al. (2022), found that turnover intention has influence negative and significant to performance employees, while Jamal et al. (2022), found influence negative However No significant. Berliana et al. (2019), show that discipline Work influential positive and significant, but Muna

& Isnowati (2022), found influence negative and not significant. Motivation work, according to Maharani et al. (2023), influential positive and significant, while Yolanda & Kurniasari (2023), found influence negative and significant. For variable environment work, Yolanda & Kurniasari (2023), found influence positive and significant, whereas Warongan et al. (2022), found influence negative and not significant. Therefore that, based on References are authors and research previous ones that didn't consistent, then writer interested For do something study with title "Influence *Turnover Intention*, Discipline Work, Motivation Work, and Environment Work on the Performance of PT Telexindo Employees Bizmart".

Literature Review

According to the work environment indicators Robbins (2018) are as follows: a). Temperature: Temperature is a significant variable. Therefore, to increase productivity, it is important that employees work in an environment where the temperature is regulated in such a way that it suits each individual's preferences. b). Noise: Research on sound shows that steady or predictable sounds usually do not reduce work performance, but unpredictable sounds tend to have a negative effect and disrupt employee concentration. c). Lighting: Working in a dark, dimly lit room can cause eye fatigue. An appropriate level of light brightness can help employees carry out their duties smoothly. Suitable light levels also depend on the employee's age. Older employees tend to achieve better work results at higher lighting levels than younger employees. d). Air Quality: Air quality is something that cannot be ignored because exposure to polluted air has a detrimental impact on individual health. Polluted air conditions can harm employees' health, causing symptoms such as headaches, eye irritation, fatigue, irritability and depression.

Employee performance is the result of a person's work in quality and quantity in accordance with standards that have been determined based on the responsibilities given. Performance is defined as what employees do or do not do. Employee performance is what influences how much they contribute to the organization. (Suryanto and Markonah, 2023).

According to Wibowo (2018), and Kusnadi, et.al.,(2022), there are seven indicators that can be used to measure employee performance, namely: 1). Objective: It is a picture of the results you want to achieve in the future. Goals provide direction for the implementation of performance, and successful performance is when these goals are achieved. Both individuals, groups and organizations need to achieve predetermined goals, 2). Standard: Standards are very important because they determine when a goal can be considered achieved. Standards provide measures to assess whether objectives have been achieved. Without standards, it is difficult to determine when goals are met. 3). Feedback: Feedback is used to measure performance progress, compare it to standards, and evaluate goal achievement. With feedback, we can evaluate performance and improve it: 1). Tools or Means: Tools or means are resources that support the achievement of goals. They are an important supporting factor in completing tasks and achieving goals. Without appropriate tools or means, specific tasks cannot be performed efficiently. 2). Competence: Competency is the ability needed to do a job well. Individuals need more than just knowledge; they must be able to apply it in the tasks given. Competence enables a person to successfully complete tasks related to goals. 3). Motivation: Motivation is a factor that encourages someone to act. Managers can increase employee motivation by providing incentives, recognition, setting

challenging goals, setting affordable standards, asking for feedback, providing freedom in doing work, providing resources, and removing obstacles that can reduce motivation. 4). Opportunity: Opportunities are an important factor that allows individuals to demonstrate their work achievements. Two factors that influence this opportunity are the availability of time and the ability to meet the required requirements.

According to Susilo & Satrya (2019) and Amarinta, and Markonah, (2020), *turnover intention* is a condition that refers to a situation where employees deliberately have the intention to look for work in another company. Basically, *turnover intention* is the desire to move, not yet reaching the realization stage, namely moving from one workplace to another. *Turnover intention* is a form of employee desire to move to another company Sopiah & Sangadji (2018). Indicators *turnover intention* that is trend individual think leave organization moment This is a possibility individual look for work new in the year future, and possibility individual look for work a number of months forward. *Turnover intention* This will hinder something organization or company in operate his activities for reach objective organization or company the Dhananjaya & Dewi (2019).

According to Surya et al. (2022), and Jamal et al. (2022), that turnover intention has a significant negative effect on employee performance, whereas according to Muna & Isnawati (2022) work discipline has no effect on employee performance. Yolanda & Kurniasari (2023) state that the work environment has a significant positive effect on employee performance, whereas according to Warongan et al. (2022) had no effect. According to Silitonga & Faddila (2023), work discipline is a factor that is required by an organization or company because it greatly influences employee performance and also the achievement of the company's goals. The existence of disciplinary action in the company will be a positive force for both the employee and the company. According to Sutrisno (2019), Discipline Work made means by the manager for interact with employees, for inspiring employees so they can change behavior, and encouragement awareness as well as obedience to rule companies and social norms. Indicator Discipline Work according to Sutrisno (2019), as following: 1). Regulations for entry, departure and rest times. 1). Regulations for entry, departure and rest hours, 2). Basic rules about dress and behavior at work, 3). Regulations on how to do work and relate to other work units.

Motivation is an internal drive that drives someone to take action or work. According to KBBI, motivation is a desire that arises from oneself consciously to carry out activities or work, either individually or in groups, to achieve certain goals. According to Kurniawan & Mona (2022), there are 7 (seven) indicators of work motivation, namely basic needs (economic), security needs (psychological), social needs, compensation, communication, leadership, training and achievement. Based on the opinions of experts and previous research, it can be concluded that the work motivation indicators used in this research are the opinions of Sunyoto (2018), indicators of work motivation can be concluded that the company has the opportunity to implement more effective strategies in forming and maintaining employee work discipline.

Environment Work is wrong is wrong One factor important from all related matters or relate with activity employees within the company area who can influence How moderate way and work carried out by employees the. A conducive work environment can provide a sense of comfort and enable employees to work optimally. Aspects of the work environment around

employees consist of social, psychological and physical conditions that can affect productivity at work.

From previous research, as well as the many diverse studies that have previously existed, made the author want to research this matter further. Various things can influence employee performance, but in this research the factors that will be discussed are *turnover intention*, work discipline, work motivation and work environment which are presented in Figure 1.

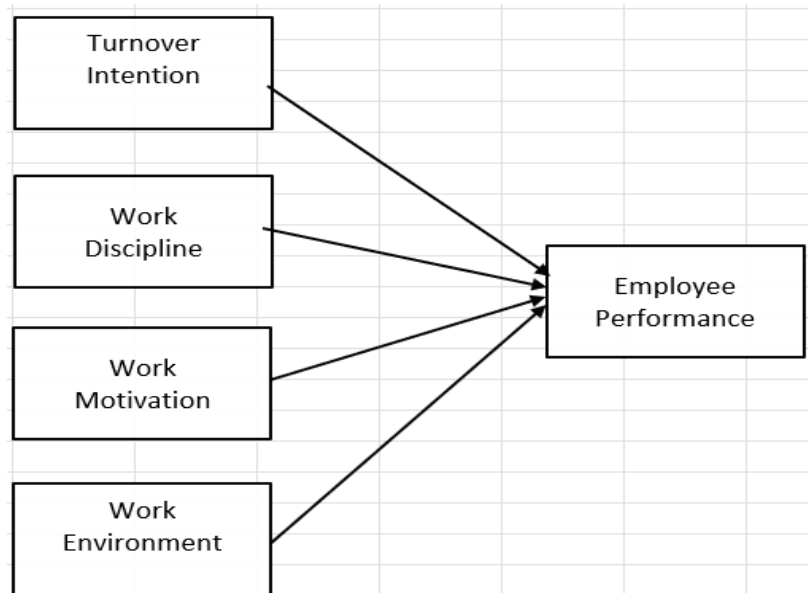


Figure 1. Research Framework
Source: Processed Data (2024)

Research Hypothesis

The Effect of Turnover Intention on Employee Performance

Based on previous research conducted, Jamal dkk. (2022) it shows that the turnover intention variable has a negative and insignificant effect on employee performance. So, the following hypothesis can be concluded:

H1: Turnover Intention is suspected to have a negative and insignificant influence on the performance of PT Telexindo Bizmart employees.

The Influence of Work Discipline on Employee Performance

Based on previous research conducted, Berliana dkk. (2019) it shows that the work discipline variable has a positive and significant effect on employee performance. So, the following hypothesis can be concluded:

H2: Work Discipline is thought to have a positive and significant influence on the performance of PT Telexindo Bizmart employees.

The Influence of Work Motivation on Employee Performance

Based on previous research conducted by Berliana dkk. (2019), it shows that the work discipline variable has a positive and significant effect on employee performance. So, the following hypothesis can be concluded:

H3: Work motivation is thought to have a positive and significant influence on the performance of PT Telexindo Bizmart employees.

The Influence of the Work Environment on Employee Performance

Based on previous research conducted by (Yolanda & Kurniasari, 2023), it shows that work environment variables have a positive and significant effect on employee performance. So, the following hypothesis can be concluded:

H4: The work environment is thought to have a positive and significant influence on the performance of PT Telexindo Bizmart employees.

Method, Data and Analysis

Examine this includes quantitative study research quantitative Quantitative methods according to Sugiyono (2022), are research methods based on the philosophy of positivism (relying on empiricism) which are used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses objective research instruments, and data analysis is quantitative. or quantity (quantitative) or statistics, with the aim of testing a predetermined hypothesis.

Population in research this is PT Telexindo employees Bizmart, numbering 150 people. Taking sample in study writer this use non- propability with type purposive sampling as many as 110 people. There are several technique analyses of the data used in study this includes testing assumptions classic, analysis response respondents, analysis multiple linear regression, coefficients determination, and also hypothesis testing. In research this method multiple linear analysis used for know how much big influence variable free, that is turnover intention, discipline work, motivation work, and environment Work to variable dependent that is performance employee

Results and Discussions

Normality test

Normality test used for find out whether the residual independent variable (X) and dependent variable (Y) are normally distributed or no. In the normality test prediction done using one-sample, Kolmogorov -Smirnov with provision If mark significant more from 0.05 (>0.05) then the data is normally distributed, vice versa If mark significant not enough than 0.05 (<0.05) then the data is no normally distributed. Additionally test this normality also use visualization with histograms and probability plots.

Table 1. One-Sample Kolmogorov-Smirnov Normaliyt Tes Result

		Unstandardized Residuals
N		110
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	4.35033923
Most Extreme Differences	Absolute	.078
	Positive	.055
	Negative	-.078
Statistical Tests		.078
Asymp. Sig. (2-tailed)		.099 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processing Results Data Researcher (2024)

The normality test results can be seen from the table above, the Asymp value. Sig. (2-tailed) is 0.99 which means that the data has an Asymp value. Sig. (2-tailed) > 0.05 so it can be concluded that the data used in the research is normally distributed

Multicollinearity Test

The multicollinearity test in this study aims to evaluate whether there is a significant correlation between the independent variables in the regression model. A regression model is considered good when there is no strong correlation between the independent variables. The presence of multicollinearity in the regression model is evaluated through VIF (Variance Inflation Factor) and tolerance measurements. Tolerance has a value where multicollinearity is considered not to occur when the value is > 0.10, while multicollinearity occurs if the tolerance value is < 0.10. A VIF with a value > 10 indicates the presence of multicollinearity, while a VIF value < 10 indicates the absence of multicollinearity.

Table 2. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	21,978	5,205		4,223	,000		
<i>Turnover Intention</i>	-.225	.108	-.145	-2,085	,040	,554	1,805
DISCIPLINE	,370	,130	,252	2,837	,005	,338	2,959
MOTIVATION	,389	.114	,291	3,413	,001	,369	2,707
ENVIRONMENT	,468	,146	,278	3,199	,002	,355	2,820

a. Dependent Variables: PERFORMANCE

Source: Processing Results Data Researcher (2024)

Can seen in table 2 above, the VIF (Variance Inflation Factor) value for each variable independent that is variable Turnover Intention (X1) 1.805 < 10. Discipline work (X2) 2.959 < 10, Motivation work (X3) 2.,707 < 10 and Environment Work (X4) 2,820 < 10. Got it also seen with tolerance value for each variable that is turnover intention (X1) 0.554 > 0.10, discipline work (X2) 0.338 > 0.10, motivation work (X3) 0.369 > 0.10 and variable environment work (X4) 0.355 > 0.10. Therefore, the variance inflation factor (VIF) values for all four variables are less than 10, and their tolerance values are greater than 0.10. This indicates no multicollinearity among the independent variables. Consequently, it can be concluded that the regression model used in this study is free from multicollinearity issues and is suitable for further analysis.

Heteroskedasticity Test

Heteroscedasticity Test done for inspect is there is variations that don't consistent in the intermediate residual one observation with other observations in the regression model Where If mark its significance bigger of 0.05 (>0.05), then the regression model noexperience heteroscedasticity. On the other hand, if mark its significance not enough of 0.05 (<0.05), then the regression model show symptom heteroscedasticity. Heteroscedasticity test results can see as following:

Table 3. Heteroscedacity Test Results

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	6,007	3,330			1,804	,074
X1 (Turnover Intention)	-.006	,069	-.011		-.089	,929
X2 (Discipline Work)	-.002	,027	-.011		-.075	,940
X3 (Motivation Work)	.105	.073	,223		1,439	.153
X4 (Employee Performance)	.024	,094	.041		,259	,796

a. Dependent Variable: abs_res

Source: SPSS Data Processing Results (2024)

It can be seen in table 3 above that the significance value for each independent variable is *turnover intention* (X1) 0.929 > 0.05, work discipline (X2) 0.940 > 0.05, work motivation (X3) 0.153 > 0, 05 and work environment (X4) 0.796 > 0.05. Therefore, if the significance value of these four variables is greater than 0.05, it can be said that there are no symptoms of heteroscedasticity.

Autocorrelation Test

The autocorrelation test is carried out to evaluate whether there is a correlation between the residuals in the current period and the residuals in the previous period in the regression model. The autocorrelation test results are based on durbin watson statistics and can be seen as follows:

Table 4. Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.848 ^a	,719	,708	4.43243	1,726

a. Predictors: (Constant), X4 (Employee Performance), X1 (Turnover Intention), X3 (Work Motivation), X2 (Work Discipline)

b. Dependent Variable: Y1 (Employee Performance)

Source: SPSS processing results (2024)

DL: 1.63357; DU: 1.74545

Can seen in table 4 above, value durbin watson on testing This amounting to 1.726. Then compare test results if $dU < D < 4-dU$, then position mark durbin watson is in condition $1.74545 < 1.726 < 2.36643$. Furthermore, it can be stated that there is no issue of autocorrelation.

Multiple Linear Regression Test

Multiple linear regression analysis is used to determine the extent of the influence of the independent variables.

Table 5. Analysis Results Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
(Constant)	21,978	5,205			4,223	,000		
<i>Turnover Intention</i>	-.225	.108	-.145		-2,085	,040	,554	1,805
DISCIPLINE	,370	,130	,252		2,837	,005	,338	2,959
MOTIVATION	,389	.114	,291		3,413	,001	,369	2,707

ENVIRONMENT	,468	,146	,278	3,199	,002	,3552,820
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Source: SPSS processing results (2024)

From the table 5 above, the regression equation obtained is:

$$Y = -0,225 X1 + 0,370 X2 + 0,389 X3 + 0,468 X4$$

From the results of the multiple linear regression equation above, it can be interpreted as follows:

- The regression constant has a value of 21.978, this indicates that if the independent variable is truly independent, then turnover intention, work discipline, work motivation, and work environment are regarded as equal to 0, resulting in a dependent variable value of employee performance at 21.978.
- The regression coefficient for the independent variable X1, turnover intention, is 0.225, indicating that an increase in turnover intention correlates with a decline in employee performance.
- The regression coefficient relates to the independent variable.
- The regression coefficient for the independent variable X3, which represents work motivation, is 0.389, indicating that an increase in work motivation correlates with enhanced employee performance.
- The regression coefficient for the independent variable X4, representing the work environment, is 0.468, indicating that an enhancement in the work environment correlates with an improvement in employee performance.

Hypothesis Testing

F Test (Model Feasibility Test)

This F test was carried out to test the variables turnover intention (X1), work discipline (X2), work motivation (X3), and work environment (X4) and employee performance variables (Y). The F test is carried out by looking at the significance value. Results from the F test you can see in table 6 below This:

Table 6. F Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5278.617	4	1319.654	67,170	,000 ^b
	Residual	2062,874	105	19,646		
	Total	7341.491	109			

a. Dependent Variable: Y1 (Employee Performance)

b. Predictors: (Constant), X1 (Turnover Intention), X2 (Work Discipline), X3 (Work Motivation), X4 (Work Environment).

Source: SPSS processing results (2024)

It can be seen in table 6 the calculated F value is 67.170, if compared to the F table of 2.69 then the calculated $F > F$ table with a confidence level of 95%, $\alpha = 5\%$ and a significance value of 0.000 which means less than 0.05 then this indicates that there is a significant relationship between the independent and dependent variables.

T Test (Partial Test)

The T test is a test carried out to test the influence of the variables *internal turnover* (X1), work discipline (X2), work motivation (X3), and work environment (X4) partially on employee

performance (Y) by assuming that the other variables are considered *constant*. Following results from the T test:

Table 7. T Test Results Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21,978	5,205		4,223	,000
X1 (Turnover Intention)	-.225	.108	-.145	-2,085	,040
X2 (Discipline Work)	,370	,130	,252	2,837	,005
X3 (Motivation Work)	,389	.114	,291	3,413	,001
X4 (Employee Performance)	,468	,146	,278	3,199	,002

a. Dependent Variable: Y1 (Employee Performance)

Source: SPSS processing results (2024)

The T-test results presented in Table 7 provide the significance values for each variable. For turnover intention, the significance value is 0.040, which is less than 0.05, and the calculated t-value is (-2.085), while the t-table value is 1.659. This indicates that turnover intention has a significant effect on employee performance. Similarly, work discipline has a significance value of 0.005 (less than 0.05), with a t-count of 2.837, demonstrating a substantial impact on employee performance. Additionally, the significance value for work motivation is 0.001, with a t-count of 3.413, indicating a significant positive impact on employee performance. Finally, the work environment has a significance value of 0.002 and a t-count of 3.199, showing a substantial positive effect on employee performance as well

As can be seen in the table 7, the following things can be explained: 1). The test results between the *turnover intention variable* (X1) and employee performance (Y) show that the sig. 0.040 below alpha (0.05) and the t-count value is 2.085 > 1.659. This shows that *turnover intention* has a negative and significant effect on employee performance so that H1 is accepted, 2). The test results of the work discipline variable (X2) on employee performance (Y) show that the significance level is 0.005 below alpha (0.05) and the t-count value is 2.837 > t-table 1.659. This shows that work discipline has a positive and significant effect on employee performance, so H2 is accepted, 3). The test results of the work motivation variable (X3) on employee performance (Y) show that the significance level is 0.001 below alpha (0.05) and the t-count value is 3.413 > t-table 1.659. This shows that work motivation has a positive and significant effect on employee performance so that H3 is accepted, 4). The test results of the work environment variable (X3) on employee performance (Y) show that the significance level is 0.002 below alpha (0.05) and the t-count value is 3.199 > t-table 1.659. This shows that the work environment has a positive and significant effect on employee performance so that H3 is accepted.

Coefficient Determination Test Results

To determine the size of the model's capabilities or independent variables in explained variation variable dependent, need done analysis coefficient determination. As for results calculation coefficient determination is as following:

Table 8. Determination Test Results Coefficient Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.719	.708	4.43243

a. Predictors: (Constant), X1 (Turnover Intention), X2 (Work Discipline), X3 (Work Motivation), X4 (Work Environment)
 b. Dependent Variable: Y1 (Employee Performance)

Source: SPSS processing results (2024)

The table 8, is visible that big correlation (R) is of 0.848 meaning there is correlation or strong relationship between variable independent (turnover intention, discipline work, motivation work, and environment work) towards variable dependent (performance employee). Temporary For the adjusted R square value is of 0.708 This means that variable turnover intention, discipline work, motivation work, and environment Work can explain variation variable performance employee amounting to 70.8%. whereas the rest 29.2 % is explained by other variables that are not used in this study

Conclusion and Acknowledgment

As a result of the research and discussion carried out by the researcher, the researcher can obtain several conclusions, namely: 1). Turnover intention has a negative and significant effect on employee performance at PT Telexindo Bizmart. This matter shows the taller *turnover intention*, then the lower performance employee at PT Telexindo Bizmart, 2). Discipline Work influential positive and significant to performance employee at PT Telexindo Bizmart. This matter shows the taller discipline Work so the taller performance employee at PT Telexindo Bizmart, 3). Motivation Work influential positive and significant to performance employee at PT Telexindo Bizmart. This shows that the higher the work motivation, the higher the employee performance at PT Telexindo Bizmart, 4). The work environment has a positive and significant effect on employee performance at PT Telexindo Bizmart. This shows that the better the work environment, the higher the employee performance at PT Telexindo Bizmart.

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