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THE INFLUENCE OF WORK DISCIPLINE, TURNOVER INTENTION AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT PAN BARUNA BATAM

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ABSTRACT

This study aims to determine whether work discipline, turnover intention, and work motivation are influenced by employee performance at PT Pan Baruna Batam. The research method uses a descriptive quantitative method with a population and samples taken from respondents at PT with the approach used in the form of purposive sampling with a total sample of 102 people using saturated samples taken from all respondent results. The tests used in this study are validity, reliability, normality, multicollinearity, heteroscedasticity, multiple linear regression, coefficient determinants, and partial tests using the SPSS tool with version 29. The results of this test indicate that discipline has a significant and positive effect on employee performance, turnover intention has a significant and positive effect on employee performance, and work motivation has a significant and positive effect on employee performance.

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

INTRODUCTION

The increasingly competitive business world climate is felt in almost all countries, one of which is Indonesia. Business development in Indonesia is currently classified as very fast. Various alternative strategies can be used to create a competitive advantage. One of them is by empowering human resources. Human resources play a crucial role in implementing the company's strategy. This is a form of effort to achieve goals in order to maximize profits (Sartika, 2024). Therefore, human resources must be managed properly. Effective human resource management can positively impact employee performance. Good employee performance will have a positive impact on achieving company goals (Akib *et al.*, 2022).

Overall employee performance determines the success of a company (Junianto *et al.*, 2024). The ability of employees to demonstrate good performance can be seen from completing the tasks assigned both individually and in collaboration as a team (Safitri, 2022). Several conditions can influence employees in demonstrating performance results (Paryanti *et al.*, 2024). One of the ways employee performance can be determined is based on work discipline. Work discipline can provide an indication of whether an individual is producing good performance or not (Andriani *et al.*, 2024). A disciplined individual tends to carry out all tasks and responsibilities in accordance with the standard operating procedures (SOP) set by the company (S. P. Maharani *et al.*, 2023). The company's operational standards set by management are one of the tools to achieve the company's goals (S. P. Maharani *et al.*, 2023).

Indications of whether employee performance is good or not, apart from work discipline, can be seen from turnover intention (Putu Candra Wiguna Antara et al., 2024). Turnover intention occurs due to dissatisfaction from within an individual. The emergence of a desire to leave the company permanently (Wibowo et al., 2024). This dissatisfaction can come from various factors, namely the number of protests regarding company policies and excessive workloads (Yuliani & Abdi, 2023).

In the process of reducing turnover intention, it is necessary to provide motivation. motivation for employees can be useful, because turnover intention is also related to work motivation (L. E. Maharani & Nugroho, 2024). In the entire company, the role of work motivation is a crucial aspect. Work motivation is one of the encouragements of an individual who is willing to work diligently and hard in earnest to achieve high performance goals (Farisi, 2024).

Optimal performance can be achieved when there is alignment between ability and work discipline (Hilmi & Herdian, 2024). Lack of work discipline will worsen employee performance results (Hilmi & Herdian, 2024). Decreasing discipline will lead to turnover intention (Putu Candra Wiguna Antara et al., 2024). Turnover intention occurs, it is estimated that the level of discipline is getting worse, this can have an impact on the intention to leave the company (Putu Candra Wiguna Antara et al., 2024). If turnover intention is not managed properly, it will have a bad impact. The loss of workers due to turnover intention means the loss of company assets and ultimately reduced company competitiveness (Idam Wahyudi et al., 2024). Companies need to motivate employees to provide enthusiasm and increase performance competitiveness and reduce turnover intention (Rustiawan, 2023).

Based on the existing discussion on this problem, a framework of thinking can be developed as a basis for the hypothesis, along with the results of the formulation of the research framework, namely:

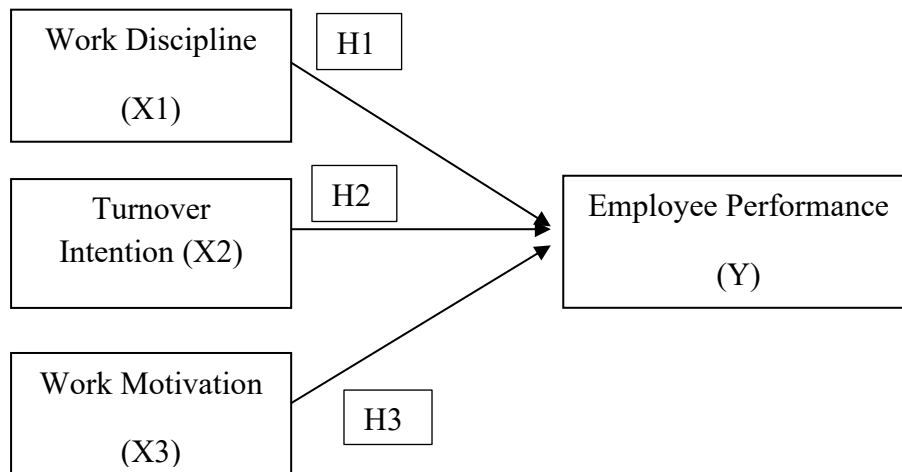


Figure 1. Research Framework

Based on the research framework above, it can be explained:

H1: work discipline has a significant positive effect on employee performance. H2: turnover intention has a significant positive effect on employee performance. H3: work motivation has a significant positive effect on employee performance.

METHODS

The research carried out used a quantitative type of research with the research object at PT Pan Baruna and the subjects of the research carried out were employees at the PT who were domiciled in Batam City. This research is developmental and this research is conducted descriptively. taking the population and sample of respondents from employees who work in the company, the number of samples taken was 102 respondents. The researcher used a purposive sampling technique with a saturated sampling technique involving all respondents. The use of saturated sampling with a purposive sampling technique in this study involves individuals in providing information. Furthermore, individuals choose and ensure that the results meet the requirements for the samples taken to reflect each of those who want to be studied, namely: description of respondents. Sampling was carried out by distributing questionnaires by collecting answers using google form (Sugiyono, 2019 : 146).

RESULTS AND DISCUSSION

Normality Test Result

Validity and reliability tests have been conducted with valid and reliable test results. Assessing the normality test using SPSS 29. The normality test is used to assess the evaluation of whether a variable being studied has normally distributed data or not and it is also important that this research test is located on data that is not normally distributed and cannot be analyzed using parametric statistical methods. The normality test method can be done using the Kolmogorov-Smirnov test (Setya Budi et al., 2024). The technique tested was the standard residual regression in the form of a bell, this is an indication in research from the analysis that it tends to be normally distributed. The bell pattern indicates that the normality test assumptions have been met. The test results are in accordance with the requirements for testing multiple linear regression analysis, as follows

Tabel 4.1 Kolmogorov-Smirnov Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		102
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.36555041
Most Extreme Differences	Absolute	.072
	Positive	.060
	Negative	-.072
Test Statistic		.072
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e Sig.		.214
99% Confidence Interval		
Lower Bound		.203
Upper Bound		.224

Source: SPSS Data Processing Results 29, 2024

Based on the Kolmogorov-Smirnov Test results in Table 4.10, the data is declared to be normally distributed, because the value of Asymp. Sig (2-tailed) which has been carried out with a significance level of α of 0.05 is known to have a test result of 0.200 which exceeds the significance value, so that the results of the data processing in the study meet the assumptions normally.

Multicollinearity Test Results

Multicollinearity test is used to ensure that there is no strong correlation between independent variables in a regression model. In this test, it occurs when one or more of the independent variables have a linear relationship with other variables, so if the independent variables do not have a correlation relationship, it can be concluded that there is no multicollinearity (Ghozali, 2016).

Tabel 4.2 Multicollinearity Test Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	19.079	2.600		7.338	.000		
Disiplin Karyawan	.167	.057	.230	2.943	.004	.479	2.086
Turnover Intention	.419	.094	.431	4.481	.000	.315	3.175
Motivasi Kerja	.253	.083	.270	3.060	.003	.375	2.669

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Data Processing Results 29, 2024

Table 4.2 can be seen regarding the magnitude of the VIF value on all of each independent variable below the value of 10 and the Tolerance value is more than 0.1. Based on these results, it can be concluded that the data that has been tested by research shows that there are no signs of symptoms regarding multicollinearity.

Heteroscedasticity Test Results

The heteroscedasticity test ideal regression model with residual variance is consistent and constant from one observation to another with the aim of assessing whether this regression model shows similarities regarding the residual variance between observations, analyzing the prediction graphs of the ZPRED and SRESID variables (Ghozali, 2016).

Tabel 4.3 Heteroscedasticity Test Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
1 (Constant)	5.082	1.620		3.137	.002	
Disiplin Karyawan	.001	.035	.005	.037	.971	
Turnover Intention	.021	.058	.064	.356	.722	
Motivasi Kerja	-.043	.051	-.137	-.831	.408	

a. Dependent Variable: ABS_RES

Source: SPSS Data Processing Results 29, 2024

Table 4.3 provides information on the magnitude of each significance value exceeding the alpha value with a magnitude of 0.05, this can be seen in work discipline of 0.971. Second, turnover intention of 0.722. Third, work motivation of 0.408. Thus, the results of the entire test

above provide a conclusion that there is no indication of symptoms of heteroscedasticity in all independent variables.

Multiple Linear Regression Analysis Test Results

Tabel 4.4 Multiple Linear Regression Analysis Test Result

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	19.079	2.600		7.338	.000
Disiplin Karyawan	.167	.057	.230	2.943	.004
Turnover Intention	.419	.094	.431	4.481	.000
Motivasi Kerja	.253	.083	.270	3.060	.003

a. Dependent Variable: Kinerja Karyawan

The information seen in table 4.4 produces an equation result, namely:

$$Y = 19.079 + 0.167X_1 + 0.419X_2 + 0.253X_3$$

The equation of the regression in the results above provides an explanation, as follows

- The constant value of 19,079 with a constant value result indicates that an increase in a variable of work discipline (X1), turnover intention (X2), and work motivation (X3) will have an impact on increasing employee performance (Y).
- An increase of 1 unit in work discipline (X1) in the regression coefficient value provides a positive value by indicating that there is a relationship between work discipline (X1) and employee performance (Y). The value of 1% in work discipline provides an explanation of the increase in employee performance by a value of 0.167 (16.7%).
- An increase of 1 unit in turnover intention (X2) in the regression coefficient value provides a positive value by indicating that there is a relationship between turnover intention (X2) and employee performance (Y). The value of 1% in turnover intention provides an explanation of employee performance by a value of 0.419 (41.9%).
- An increase of 1 unit in work motivation (X3) in the regression coefficient value gives a positive value by indicating that there is a relationship between work motivation (X3) and employee performance (Y). The value of 1% in work motivation provides an explanation of the increase in employee performance by 0.253 (25.3%).

Results of the Determination Coefficient Test (R²)

Tabel 4.5 Determination Coefficient Test Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.714	.705	5.447

Source: SPSS Data Processing Results 29, 2024

Table 4.2 Information gets the results of the determination coefficient test giving a value of 0.705. This explains that work discipline, turnover intention, and work motivation have a magnitude of influence on employee performance of 0.705 (70.5%) and the remaining value of 0.295 (29.5%). The remaining value of 0.295 (29.5%) is influenced by other external variables that are not studied or are in the research.

T-Test Results (Partial)

Tabel 4.6 T-Test Result (T-Test)
Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	19.079	2.600		7.338	.000
	Disiplin Karyawan	.167	.057	.230	2.943	.004
	Turnover Intention	.419	.094	.431	4.481	.000
	Motivasi Kerja	.253	.083	.270	3.060	.003

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Data Processing Results 29, 2024

DISCUSSION

The influence of work discipline on employee performance

Discussion of implications in this case which was discussed earlier regarding work discipline, the company can provide a deep understanding of the importance of rules that need to be obeyed to improve work discipline by implementing a work discipline system and providing appreciation for employees who arrive on time to encourage attendance in order to reduce the occurrence of absence without clear reasons and conducting routine socialization through supervision to help employees be more obedient to regulations and reduce violations that can occur.

Partial testing using the calculation of the t-value of work discipline 2.943 can conclude that the magnitude of the t-value at a value of $2.943 > t\text{-table } 1.984$ significant level $0.004 < 0.05$. The positive value in this test is 0.167. This explains that H2 which states that there is an independent influence of the work discipline variable (X1) on the dependent variable of employee performance (Y). With this conclusion, the Ha result is accepted and Ho is rejected. The results of this statistical test mean that there is a significant influence of work discipline on employee performance. These results are in line with several previous studies (Novita Dewi et al., 2024), (Almira et al., 2024), and (Sulistyawati & Rosento, 2024) which state that work discipline is significant and has a positive effect on employee performance.

The influence of turnover intention on employee performance

Discussion of implications in terms of turnover intention, companies can manage employees' desire to leave by supporting employees in training programs and establishing good internal communication relationships and appreciation to increase employee enthusiasm and loyalty to produce better performance. In addition, it is necessary to conduct routine evaluations of work discipline to reduce or prevent violations that have an impact on dissatisfaction and can trigger employees to have a desire to leave the company

Influence of turnover intention on employee performance partial testing using the calculation of the t-value of turnover intention 4.481 can conclude that the magnitude of the t-value at a value of $4.481 > t\text{-table } 1.984$ significant level $0.000 < 0.05$. The positive value in this test is 0.419. This explains that H1 which states that there is an independent influence of the turnover intention variable (X2) on the dependent variable of employee performance (Y). With

this conclusion, the H_a result is accepted and H_o is rejected. The results of this statistical test mean that there is a significant influence of work discipline on employee performance. These results are in line with several previous studies (Cristiana & Fadili, 2023), (Saleh & Budiwinarto, 2024), and (Syahputra et al., 2023) which state that turnover intention is significant and has a positive effect on employee performance.

The influence of work motivation on employee performance

Discussion of the implications in increasing work motivation to employees by providing appreciation because of the recognition of the achievement of hard work and skills by providing relevant development programs to employees can improve employee performance, besides that the existence of promotion opportunities in the placement of employee positions that match the skills possessed by each employee can be more productive in improving performance.

Partial testing using the calculation of the t-value of work motivation 3.060 can conclude that the magnitude of the t-count at a value of $3.060 > t\text{-table } 1.984$ significant level $0.003 < 0.05$. The positive value in this test is 0.253. This explains that H_3 which states that there is an independent influence of the work motivation variable (X_3) on the dependent variable of employee performance (Y). With this conclusion, the H_a result is accepted and H_o is rejected. The results of this statistical test mean that there is a significant influence of work discipline on employee performance. These results are in line with several previous researchers (Lusiana & Indah Fajar Dini, 2024), (Dikdaya et al., 2024), (Riana & S, 2024), and (Putri & GS, 2024) who stated that work motivation is significant and has a positive effect on employee performance.

CONCLUSION

Based on the results of the data analysis above, it can be concluded that the work discipline variable has a significant and positive influence on employee performance, the turnover intention variable has a significant and positive influence on employee performance, and the work motivation variable also has a significant and positive influence on employee performance.

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