

Analysis Of Organizational Citizenship Behavior (OCB) Variables, Work Stress, Work Communication, Work Climate Affecting Employee Performance And Turnover Intention At PT. Bank Tabungan Negara (Persero) Tbk. Cabang Gresik

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Abstract.

This research attempts to illustrate and evaluate "Organizational citizenship behavior's effects(OCB),work stress,work communication,andwork atmosphere on employee performance and turnover intention at PT.Bank Tabungan Negara (Persero) Tbk. Cabang Gresik." The research's conclusions are as follows:The OCB of an organization (organizational citizenship behavior) significantly affects performance.Performance is unaffected significantly by work stress. Workplace communication has a big impact on performance.The workplace culture has a tremendous impact on employee performance.Intentions to leave the company are significantly influenced by organizational citizenship behavior (OCB).The likelihood of turnover is significantly impacted by work stress.The intention to turnover is not much impacted by workplace communication.Employee turnover intentions are not much impacted by work environment.

Keywords: Organizational Citizenship Behavior (OCB), Work Stress, Work Communication, Work Climate, Performance, and Turnover Intention.

I. INTRODUCTION

Plans and strategies for organizational and human resources are intertwined. The human resource strategies of the firm must clearly represent its people, profit, and overall effectiveness strategies. Both John Ivancevich and Lee Soo Hoon (2002, 24) Performance, productivity, legal compliance, employee satisfaction, absenteeism, turnover, and grievance rates are frequently used to describe an organization's efficacy. To survive, develop, and generate revenue, a business must set attainable objectives in each of these areas. Four specific tasks are required of human resources as part of the diagnostic strategy: diagnosis, prescription, implementation, and evaluation. Getting high performance, which is the attainment of organizational goals through the effective and efficient use of resources, is the main responsibility of managers. Managers are finding it difficult to strike the correct balance between effectiveness and efficiency in order to achieve the organization's goals. This can be generalized to PT. Bank Tabungan Negara (Persero) Tbk. in that high performance is required to meet the goals set, which can be met if quality human resources are available (Arta et al., 2022). One of the state-owned businesses involved in banking is PT. Bank Tabungan Negara (Persero) Tbk. PT. Bank Tabungan Negara (Persero) Tbk is a universal bank has developed a variety of banking businesses, from micro banking through savings and loans, SME and commercial banking, corporate banking, Sharia banking, and retail banking. Employee productivity is currently dropping at PT.Bank Tabungan Negara (Persero) Tbk Cabang Gresik, as evidenced by the achievement of employee work in terms of quantity and quality, which hasn't been able to produce the best outcomes.

Performance will influence the likelihood of turnover; strong employee performance may result in a decrease in the likelihood of turnover, or vice versa. This condition can be observed in the growth of organizational citizenship. Because some employees simply follow the existing minimum work requirements, there is conduct among the staff that does not seem good. Although though employee conduct matters in any firm, ultimately, they will decide how the company spends its resources. A person's personality affects their attitudes and conduct toward their jobs (Chenevert & Tremblay, 2009). Difficulties at work stress are essentially frequently linked to stress that happens at work, namely in the

relationship between an individual and elements of his employment. There are three sources of stress that threaten individuals: the first is environmental stress, namely environmental uncertainty; the second is organizational stress, namely pressure to complete tasks within a limited time; and the third is personal stress, which comprises elements related to employees' private lives. An individual may experience job stress when they are confronted with opportunities, limits, or demands in accordance with the expectations of the results he wants to achieve in significant and unclear situations (Conger, 1998). In an interview research with a national sample of male wage and salary employees, 48% of them reported having a role conflict. The study found that employees who encountered greater role conflict had lower job satisfaction and more stress at work.

Every facet of a manager's job requires effective communication. Organizations depend on excellent communication to secure corporate success in the complex business climate of today. There are two crucial components in every communication situation that must be taken into consideration in order to appreciate how complex the communication process is: the sender and the recipient. Communication is a factor in many facets of management, including organizing, leading, and controlling. A Watson Wyatt Global study found that from 2002 to 2006, businesses with the best communication strategies had an overall return to shareholders that was 47% higher than those with less effective communication. Employee performance will be affected by harmonious and effective workplace communication, which will also reduce the likelihood of employee turnover. Despite the fact that the study's results suggested effective communication can create communication satisfaction, which has an impact on reducing employee turnover at First Bank of Nigeria, one thing that is also important in assessing employee performance and turnover intention is the work climate (Daft, 2012). Managers must be flexible since the environment in which businesses operate is constantly changing, often rather quickly. Resources, technology, and economic conditions that have an impact on the organization are all examples of external factors that exist outside the organization's limits and have the capacity to effect it. The general environment and the task environment are two other conceptualizations of organizational climate. If the work climate is getting better or more supportive, it can be assumed that employee performance will increase and turnover intention will decrease (Fisher, 2003).

The issues raised in this study are stated as follows: 1. Is there a discernible relationship between organizational citizenship behavior (OCB) and worker performance? Does employee performance suffer significantly from work stress? 3. Is there a discernible connection between workplace communication and worker performance? 4. Does employee performance significantly differ depending on the work environment? 5. Does organizational citizenship behavior (OCB) significantly influence the intention to leave a job? 6. Does work stress have a substantial impact on the desire to quit a job? 7. To what extent can workplace communication influence a decision to leave a company? 8. Does the working environment have a significant impact on the decision to leave a company? 9. Does the plan to leave the company significantly depend on employee performance?

II. LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

The technique of altering one person's behavior to match or synchronize with another person's behavior is known as behavioral entrainment. Interdisciplinary study of human attitudes, actions, and organizational behavior is the term for performance in organizations (OB). A behavior at work that goes above and beyond what is expected of it in order to support the success of the organization is referred to as organizational citizenship (Irvianti et al., 2015). OCB is conduct that an employee engages in that is not specifically required of them as part of their job duties but aids in the smooth operation of the company. According to Tannady et al. (2022), there are various key components that make up organizational behavior, including: modes of thought, transdisciplinary areas, humanistic orientation, accomplishment orientation, the external environment, and application orientation. These actions improve an organization's performance and foster favorable interactions with both internal and external

stakeholders. Employing their understanding of human behavior, managers can promote organizational citizenship by choosing employees who have a positive outlook, managing individuals with different personalities, placing workers in positions where they can succeed, and empowering workers to deal with and learn from challenges at work. Scientists who study the OCB believe that attitudes are made up of three parts: cognitions (thoughts), affects (feelings), and conduct (attitude) (Pfeffer, 2003).

Work Stress When significant consequences are at stake, stress is a person's psychological and emotional reaction to outside factors that make demands on their physical or mental health, create uncertainty, and undermine their sense of personal control. Overload may also be indirectly responsible for decreasing decision-making quality, deteriorating interpersonal relations, and increasing accidents (Lauthans & Larsen, 1986). As a result of environmental acts, situations, or situations that put a person under excessive amounts of mental and bodily stress. Stress as an adaptive reaction that is influenced by individual characteristics and psychological processes. Some signs of stress that may endanger and impair their capacity to perform at work include irritability and hostility, an inability to unwind, unstable emotions, a pessimistic outlook, a sense of being unable to get involved, and trouble sleeping (Huselid, 1995). Remember that stress can be caused by a multitude of different circumstances, including effort, exhaustion, uncertainty, fear, and emotional arousal; as a result, it can be very challenging to pinpoint just one thing as the root reason. The five types of possible impacts of stress are as follows: 1. Internalized stress, hostility, apathy, sadness, and frustration. 2. Propensity for negligent behavior; emotional outbursts, impetuous actions, and jittery laughing. 3. Cognitive: difficulty making wise decisions; lack of focus; mental barriers. 4. Physiologically elevated blood pressure and heart rate. 5. Employee turnover, low productivity, and job discontent in the workplace (Narimawati, 2007).

Communication

In order to influence or motivate behavior, two or more people must communicate and understand information. This process is known as communication, and it is not only the act of conveying information. A two-way street, communication involves listening as well as other types of feedback. When two people engage, they consider what it would be like to be in the other's position. The goal of interaction is the fusion of the self and the other, which necessitates full capacity for anticipating, predicting, and acting in line with the necessities that the self and the other share (Nur, 2013). The ability to convince and influence people has always been important for managers; today, it is much more crucial, and communication functions are actively involved in decision-making.

There are four purposes for communication in an organization, which include: 1. Using various methods to control member behavior to ensure that subordinates execute orders 2. Explaining to employees what to accomplish, how effectively they work, and what needs to be done to improve subpar performance helps with motivation. 3. Techniques for expressing feelings (satisfaction, frustration, etc.) 4. Provide data that helps with decision-making (Nwagbara et al., 2013). There are three important factors in communication within an organization that can increase job satisfaction: communication between leaders and employees, communication between employees, and communication between employees and the surrounding environment. Indicators for measuring communication variables in this study include interpersonal and environmental communication among employees as well as communication between leaders and subordinates (Crandall, 2002).

Work Climate

Structure of the company, job needs, associates, supervisors, and other elements like time all contribute to the work environment. Because businesses vary in terms of size, industry, goals, technology, location, strategy, and a host of other factors, each organization is affected by that work climate in a unique way. The workplace presents both possibilities and challenges to an organization in the form of necessary resources, such as uncertainty, dependency, and scarcity (Kahn et al., 1984). The workplace environment includes everything that affects how well employees perform their given jobs. Meanwhile, the results of previous study of 128 companies in Canada concluded that working conditions seem to encourage more effective retention and are more successful in achieving extra-role behavior among employees, increasing productivity. What can affect the work climate are: 1. Lighting or light in the workplace. 2. Air circulation in

the workplace 3. Noise at work 4. Coloring at work. 5. Music at work. 6. Safety in the workplace. 7. Cleanliness in the workplace

Performance and Performance Appraisal

Performance is an organization's capacity to meet its objectives by making effective use of its resources (Reddin 1987). Efficiency is the amount of labor, money, and raw resources needed to produce a certain volume of product, whereas effectiveness is the extent to which the organization is successful in achieving a certain goal (Waspodo et al., 2013). Any procedure that incorporates the following steps is considered a performance appraisal: creating work standards, assessing employees' performance against those standards, and giving employees feedback with the goal of motivating them to improve their performance or sustain above-average performance.

More than 70% of managers' report they struggle to give a subpar employee a critical performance assessment. When both managers and employees feel they are not helpful, it is especially difficult (Sarminah, 2006). Establishing performance criteria, measuring performance, comparing performance to the standard, and making necessary modifications are the four main stages that managers incorporate in their control systems. Managers require defined standards that describe behaviors that significantly assist the organization's overall plan in order to evaluate and reward people for meeting standards. To ensure that staff members are aware of what is expected of them and are able to determine whether their activities are appropriate, standards should be defined accurately and unambiguously (Khairani, 2013).

Turnover Intention

Employee turnover is the involuntary or voluntary permanent departure of employees from a company (involuntary). Contrarily, involuntary turnover or dismissal refers to an employer's choice to terminate the employment relationship and is uncontrollable for those affected by it (Tannady et al., 2022). The term "voluntary turnover" or "quitting" refers to a worker's free decision to depart the company. Attitudes toward accuracy in the decision-making process have three effects on behavior: 1. attitudes towards a behavior are more important than general attitudes in determining behavior than specific attitudes towards something; 2. subjective norms also have an impact on behavior; 3. attitudes toward a conduct are joined with arbitrary standards to produce a purpose to do certain actions (Brackler, 184). The method of identifying the factors influencing migration intention (turnover intention), becomes a crucial aspect to take into consideration and something that is effective in lowering the actual turnover rate (Beehr & Bhagat, 1985). Indications indicating the desire to changeover are absenteeism, laziness to work, violation of rules, protests against superiors, and different behavior, meaning that indicators for measuring turnover intention variables in this study include absenteeism, laziness to work, violation of regulations, protests against superiors, and different behavior (Suryana & Pareke, 2006).

III. METHODS

A population framework is a list of all the constituent parts of the population from which the sample was drawn. The entire group of individuals, occasions, or intriguing items that the researcher wants to analyze is referred to as a population. According to Sekaran, the payroll of an organization will serve as a demographic framework if its members are to be investigated (2000). Every single worker at PT. Bank Tabungan Negara (Persero) Tbk. The participants in the study were Cabang Gresik. A sample is a portion of the population that consists of a select number of its constituents. Uma Sekaran (2000) asserts that the sample would suggest certain features of the population but not all of them. The researcher ought to be in a position to extrapolate findings from the sample to the target population. A sample is a fraction or segment of the target population. All of the study's samples were workers at PT. Bank Tabungan Negara (Persero) Tbk. Cabang Gresik.

IV. RESULT AND DISCUSSION

In order to test a hypothesis, the significance value (Sig.) of each variable is compared to a significant value (Sig. < 0.05). A variable is considered significant if its significance is less than or equal to 0.05 (Sig. < 0.05), a significance more than or equal to 0.05 (Sig. > 0.05) is considered to be

unimportant. With a regression path coefficient value of 0.299 and a significance value of 0.003, or sig. < 0.05, it can be concluded that OCB significantly affects employee performance. Employee performance is positively and significantly impacted by the OCB variable (X1) (Y1). The study's initial hypothesis, that OCB has a positive and significant impact on performance, is confirmed or accepted by the study's data. The job stress variable (X2) has a favorable but small impact on employee performance (Y1). According to the regression path coefficient value of 0.001 and the significance value of 0.925, which indicates sig. > 0.05, workplace stress has no appreciable impact on employee performance. The study's initial hypothesis that job stress has a positive but marginal effect on employee performance either not supported by the data, or it is not acknowledged as true. 0.000 being the significance value, or sig. < 0.05, the work communication variable (X3) significantly and positively affects employee performance (Y1), and the regression path coefficient is 0.718.

The second hypothesis put out in this study is supported by the findings, which show that workplace communication affects employee performance in a favorable and significant way. The work environment variable (X4) has a positive and substantial impact on employee performance (Y1), with a regression path coefficient of 0.289, a significance value of 0.000, or sig. < 0.05. The third hypothesis posed in this study, that workplace culture has a positive and significant impact on employee performance, is supported or accepted by the outcomes of this analysis. The OCB variable (X1) has a positive and significant impact on turnover intention (Y2). OCB strongly influences turnover intention, as shown by the regression path coefficient value of -0.314 and significance value of 0.000, which suggests sig. < 0.05. The study's fifth hypothesis is confirmed or accepted since the findings show that OCB has a considerable negative impact on turnover intention. 0.030, or sig. < 0.05, as the significance value, the job stress variable (X2) significantly and negatively affects turnover intention (Y2), and the regression path coefficient is -0.049. These data disprove the fourth hypothesis advanced in this study, demonstrating that the variable job stress has a negative and significant impact on turnover intention. Sig. > 0.05 is indicated by the significance value of 0.234, the work communication variable (X3) has a negative but not statistically significant impact on turnover intention (Y2), and the regression path coefficient is -0.171. These results indicate that the fifth hypothesis put out in this study is not confirmed by the data, demonstrating that workplace communication has a negative but not statistically significant impact on turnover intention.

The work climate variable (X4) has a positive but not statistically significant impact on turnover intention (Y2) with a significance value of 0.305, or sig. > 0.05, and the regression path coefficient is -0.099. These results contradict the sixth hypothesis advanced in this study, indicating that the work climate variable has a negative but not statistically significant impact on turnover intention. Employee performance variable (Y1) has a positive and significant impact on turnover intention (Y2) with a significance level of 0.001, or sig. < 0.05, and the regression path coefficient is -0.535. These data support the seventh hypothesis put out in this study, which is that employee performance has a negative and significant impact on intention to leave. The OCB variable (X1) has a large and immediate favorable impact of 0.299 with a significance of 0.003 on employee performance (Y1), according to the findings of study on direct and indirect effects. Employee performance (Y1) is positively impacted by work stress (X2) but not significantly (0.001; significance = 0.925). The work communication variable (X3) has a direct, positive, and substantial impact of 0.718 with a significance of 0.000 regarding personnel performance (Y1). Employee performance is directly positively and significantly influenced by the work environment variable (X4) by 0.289, with a significance level of 0.000. (Y1). The OCB (X1) variable directly has a positive and significant effect on turnover intention of -0.314 with a significance level of 0.000. (Y2). With a significance level of 0.030, the job stress variable (X2) has a direct, adverse, and significant negative impact on turnover intention (Y2) of -0.049. Directly, the work communication variable (X3) has a -0.171 negative but not statistically significant effect on turnover intention (Y2) with a significance of 0.234. Directly, the work climate variable (X4) has a -0.099 negative but not statistically significant impact on turnover intention (Y1) has a 0.305 value.

The turnover intention of employees (Y2) is directly, negatively, and significantly impacted by the employee performance variable (Y1) -0.535 with a significance level of 0.001 . A negative and substantial indirect effect of OCB on turnover intention is $0.299 \times -0.535 = -0.159$. The direct impact of OCB, which is large, is -0.314 on the intended turnover. This reveals that OCB (X1) has a significant impact on turnover intention not strengthened by employee performance as an intervening variable (Y2). This indicates that, while employee performance has a considerable impact on turnover intention, OCB has a more direct and meaningful impact. With a value of $0.001 \times -0.535 = -0.005$, work stress has a negative and insignificant indirect effect on turnover intention. In the meantime, there is a strong negative correlation (-0.049) between work stress and intention to resign. This shows that employee performance as an intervening variable cannot mitigate the effect of work stress (X2) on intention to leave the organization (Y2). Thus, work stress directly has a higher and more significant impact on the intention to leave the organization than stress caused indirectly by employee performance, where the effect is less significant. A negative and substantial indirect effect of work communication on intention to leave the organization is $0.718 \times -0.535 = -0.384$. Yet, at -0.171 , the direct effect of workplace communication on employee performance is insignificant. This demonstrates that employee performance (Y1), an intervening variable, strengthens the impact of workplace communication (X3) on intention to leave (Y2).

In contrast to direct communication, which has a negligible impact on turnover intention, work communication indirectly through employee performance has a bigger and more substantial impact. A significant negative indirect effect of 0.155 is found when examining the indirect influence of work environment on intention to leave (0.289×0.535). Workplace dynamics directly influence intention to depart by -0.099 , which is not a significant result. This demonstrates that the influence of work climate (X4) on intention to leave the company is strengthened by employee performance (Y1), an intervening variable (Y2). This indicates that rather than directly, where the effect is negligible, through employee performance, the workplace has a bigger and more significant effect on intention to leave. The first claim is that it is established or tenable that OCB has a considerable impact on worker performance. Employee performance will increase by 0.299 if the OCB variable changes (increases) in a more positive direction by 1 level because the effect is significant, as evidenced by the magnitude of the regression path coefficient of the OCB variable (X1) on employee performance (Y1), which is 0.299 (Sig. = 0.003 Significant). The partial determination coefficient (r^2) = 0.490 , or a contribution of 24.1% (significant), shows the OCB variable's influence to employee performance. The conclusions of this investigation are supported by the results of Sumanti and Pareke's (2006) study, which concluded that OCB affects lecturer performance, and support Havidz's (2014) research findings that OCB has a significant impact on employee performance at PT. Djakarta Lloyd in Surabaya, meaning that the better the OCB, the better or higher the employee performance.

The second claim, that work-related stress has a negative impact on employee performance is untested or unacceptable, if true. The size of the job stress variable's (X2) regression path coefficient in relation to employee performance (Y1), which is 0.001 (Sig. = 0.925 Not significant), illustrates this. It means that if the work stress variable changes (increases) to a more positive 1 level, the employee performance will not increase by 0.001 , as the effect is not significant. According to the partial determination coefficient (r^2) = 0.001 , which equals 0.1% , workplace stress influences employee performance by 0.1% . (not significant). The results of this study contradict Davis and Newstrom's (1996:75) assumption that there is a relationship between job stress and employee performance with a correlation (r) of 0.010 and a significance level of 0.925 , and there is no empirical evidence to back up Nur Saina's research findings (2013). A person's performance will be impacted by job stress, Davis and Newstrom (1996:75) claim, and the more work stress a person has, the worse their performance will be. The third hypothesis, that an important factor influencing employee success is the aspect of workplace communication, has been demonstrated or can be accepted as true. This is demonstrated by the regression path coefficient of the work communication variable (X3), which is 0.718 (Sig. = 0.000 Significant), and the employee performance (Y1), which is 0.718 higher if the work communication variable changes (increases) in a more positive

direction by 1 level. The respondent's evaluation of workplace communication was better when compared to the employee's output or display of performance. The partial determination coefficient (r^2) value of 0.666 indicates that the work communication factors contributed 66.6% to employee performance.

While the correlation (r) between workplace communication characteristics and worker performance is 0.816 and has a significance level of 0.000. The fourth hypothesis, believe an employee's performance is significantly impacted by their working conditions, has either been demonstrated or may be accepted as true. The magnitude of the work climate variable's (X_4) regression path coefficient on employee performance (Y_1) is 0.289 (Sig. = 0.000 Significant), indicating that if the work climate variable changes (increases) in a more positive direction by 1 level, the employee performance will also increase by 0.289. Employee performance increases with a better work environment. The variable affecting work environment has a 23.6% impact on employee performance, according to the partial determination coefficient (r^2) value of 0.236. The findings of this investigation support Ahyari's assertions (1999: 18), namely that a poor working climate can demand more employee time and energy so that it cannot support the achievement of optimal and efficient work results or offer superior performance. The work atmosphere variable's link or correlation (r) with employee performance is 0.486 at a significance level of 0.000. The results of this study support Sofyan's (2013) inquiry, which found that employee performance at the Regional Development Planning Agency of the X District is highly impacted by the work environment. The fact that the OCB variable significantly influences turnover intention proves or permits acceptance of the fifth hypothesis. Turnover intention will decrease by -0.314 if the OCB variable changes (increases) in a more positive direction by 1 level, according to the size of the regression path coefficient of the OCB variable (X_2) on turnover intention (Y_2), which is -0.314 (Sig. = 0.000 Significant).

The partial determination coefficient (r^2) value of -0.210, or 2.1%, indicates the contribution of the OCB variable to turnover intention. With a significance level of 0.000, the link or correlation (r) between the OCB variable and turnover intention is -0.044. The sixth hypothesis, that the variable of job stress has a major impact on turnover intention, is demonstrated or can be accepted as true. The magnitude of the work stress variable's (X_2) regression path coefficient on turnover intention (Y_2) is -0.049 (Sig. = 0.030 Significant), indicating that if the work stress variable changes (increases) in a more positive direction by 1 level, turnover intention would drop by -0.049. According to the partial determination coefficient (r^2) = 0.05, which equals 5.1%, the job stress variable contributes 5.1% to turnover intention. At a significance level of 0.030, the correlation (r) between workplace stress and intention to leave is negative, with a value of -0.226. This study's findings support those of Wasposito et al. (2013), who discovered a link between work stress and intention to quit one's job. In other words, the intention to quit a job increases as work stress decreases, or vice versa. The eighth presumption is that the work communication variable significantly affects intention to leave is not supported by the evidence or is not generally believed to be true. The size of the regression path coefficient of the work communication variable (X_3) on turnover intention is -0.171 (Sig. = 0.234), which demonstrates this (Y_2). Not significant, which means that the effect will not automatically lower turnover intention by -0.171 if the work communication variable changes (increases) in a more positive direction by 1 level. The partial determination coefficient (r^2) value of 0.016 indicates that the work communication variable contributed 1.6% to turnover intention, which is not a statistically significant amount.

The findings of this study contradict those of Nwagbara et al. (2013), who claimed that effective communication can lead to communication satisfaction, which has an effect on reducing turnover and employee intention at First Bank of Nigeria. The results of this study do not corroborate their findings, despite the fact that the link or correlation (r) of work communication factors with turnover intention is -0.125 with a significance of 0.234. The eighth claim that the work climate variable has a significant impact on intention to leave the company is either not supported by the research or is not widely accepted as true. This is demonstrated by the -0.099 (sig. = 0.305) regression path coefficient of the work climate variable (X_4) on turnover intention (Y_2). Not significant, which means that the influence will not necessarily result in a decrease in turnover intention of -0.099 if the work climate variable changes (increases) in a more positive direction by 1 level. The partial determination coefficient (r^2) = 0.012 shows the contribution of the work climate variable to turnover intention; the contribution is 1.2%, hence the effect is not significant. However,

there is a negative correlation (r) of 0.108 with a significance level of 0.305, there is a relationship between the unstable work environment and intention to leave. The findings of this study contradict those of Irvianti and Verina's (2015) study, which came to the following conclusions: (1) Employee turnover intentions are negatively impacted by workload, stress at work, and the work environment; and (2) Employee turnover intentions at PT XL Axiata Tbk. Jakarta are simultaneously harmed by these factors. The ninth hypothesis that employee performance factors influence turnover intention has either been demonstrated or may be accepted as true. The regression path coefficient of the employee performance variable (Y1) on the employee performance variable (Y2), which is -0.535, serves as an example of this (Sig. = 0.001 Significant), indicating that if turnover intention decreases by -0.535 as the employee performance variable changes (increases) in a more positive direction by 1 level.

The respondent's evaluation of an employee's performance is what determines how likely they are to leave their position. The partial determination coefficient (r^2) = 0.109, or a contribution of 10.9%, shows the contribution of employee performance variables to turnover intention. The correlation (r) between employee performance factors and intention to leave the organization is -0.330 at a significance level of 0.001. The results of the study agree with those of Narimawati's 2007 study, *The Effect of Work Satisfaction, Organizational Commitment, and Turnover Intention Toward the Performance of Lecturers at West Java's Private High School Institution*.

V. CONCLUSION

The study's findings indicate that organizational citizenship conduct significantly affects employee performance; the stronger an employee's organizational citizenship behavior, the better their performance. The results of this study corroborate those of Sumanti and Pareke's (2006) and Havidz's (2014) investigations, both of which found a connection between OCB and performance. Employee performance is not significantly impacted by work stress. The findings of this study are theoretically at odds with Davis and Newstrom's (1996) assertion, and empirical evidence does not support the findings of Nur Saina's research (2013). Employee performance is significantly impacted by work communication; the better the communication, the better the performance. Employee performance is significantly impacted by the workplace atmosphere; the better the workplace climate, the better the performance displayed by employees. The findings of this analysis offer empirical support for Sofyan's conclusions (2013). Organizational citizenship conduct has a big impact on turnover intention.

The results of this investigation offer concrete support for Sumanti and Pareke's conclusions (2006). Workplace stress has a major impact on the risk of turnover. The results of this study offer empirical support for those of Waspodo et al (2013). The results of this study support those of Fisher's prior study from 2003, which found that happy workers perform better than dissatisfied ones. Workplace communication has no discernible impact on the intention to leave. The findings of this investigation are neither experimentally consistent with nor inconsistent with those of Nwagbara et al (2013). Workplace culture has little impact on the intention of employees to leave. Irvianti and Verina's research findings are neither supported by nor rejected by the empirical findings of this investigation (2015). The better or higher an employee's performance, the lower the turnover intention will be. Employee performance has a substantial impact on turnover intention. Workplace communication is a factor that significantly affects how well employees perform. Employee performance is a factor that significantly affects the likelihood of turnover.

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