



The Impact of Turnover Intention, Work Motivation, and Organizational Culture on Employee Performance in a Construction Service Company

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ABSTRACT

This study aims to examine and analyze the influence of turnover intention, work motivation, and organizational culture on employee performance at a construction service company in Sanggau, West Kalimantan. The research employed a descriptive method with a quantitative approach. From a population of 219 employees, a sample of 69 was selected based on predetermined criteria. Data analysis techniques included validity and reliability tests, normality test, multicollinearity test, heteroscedasticity test, descriptive statistics, multiple linear regression analysis, t-test, F-test, and the coefficient of determination (R^2). The multiple regression analysis produced the equation: $Y = 12.797 + 0.122X_1 + 0.166X_2 + 0.344X_3$. The t-test results showed that turnover intention ($t = 1.116 < t\text{-table} = 1.997$) and work motivation ($t = 1.207 < t\text{-table} = 1.997$) did not significantly affect employee performance. However, organizational culture had a significant effect ($t = 2.565 > t\text{-table} = 2.019$). The F-test result showed $F = 6.660 > F\text{-table} = 2.75$ with a significance value of $0.001 < 0.05$, indicating that turnover intention, work motivation, and organizational culture jointly have a significant positive effect on employee performance. These findings highlight the importance of organizational culture in enhancing employee performance.

INTRODUCTION

A construction service company in Sanggau, West Kalimantan, is known for its strong performance, particularly in completing projects on time and maintaining productivity. However, behind this success, the company faces a serious challenge: high employee turnover. Data from 2023 to 2024 show that 17 permanent employees resigned, with some staying only between two months and one year. This high turnover rate poses a potential threat to organizational stability and future project continuity. To sustain productivity, the company must pay close attention to employees' turnover intention. A strong desire to leave can signal deeper

organizational issues. According to *Lazzari et al. (2022)*, turnover refers to employees leaving their jobs, which can be voluntary or involuntary, depending on individual decisions. Turnover intention is considered the strongest predictor of actual turnover.

Low work motivation is a key factor influencing turnover intention. Employees who feel unappreciated, lack clear career paths, or experience limited support from their work environment often become disengaged and more likely to leave. As *Wijaya et al. (2023)* state, motivation is an internal desire driven by inspiration and enthusiasm, encouraging individuals to perform sincerely and diligently, resulting in high-quality outcomes. Moreover, organizational culture plays a critical role. Studies, including that of *Anisa Yulianingsih et al. (2022)*, have shown a strong positive correlation between organizational culture, motivation, and employee performance.

These elements reinforce each other and are essential to enhancing performance. *Kinerja* (performance), as *Yusuf (2021)* defines it, is the operational effectiveness of an organization measured by predetermined standards and criteria. *Lubis et al. (2022)* explain that employee performance reflects both behavior and the ability to meet the company's performance targets. Unfortunately, the company's development has yet to be fully captured in reports that can inform strategic decisions. Recognizing this, the company has begun taking steps to improve its performance, including issuing updated employee regulations for the 2023–2025 period. Given this context, this study aims to explore the impact of turnover intention and examine how work motivation and organizational culture contribute to employee retention and performance sustainability in the company.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee performance is a crucial factor in achieving organizational goals. According to *Widodo (2022)*, performance refers to the results of an employee's work, both in quality and quantity, as achieved in carrying out tasks based on the responsibilities assigned. *Yulianto (2020)* identifies five indicators to measure performance: quality, quantity, timeliness, effectiveness, and independence. However, employee performance can be negatively affected by turnover intention. *Rozana and Dwiyantri (2022)* define turnover intention as an employee's tendency or intention to voluntarily leave their job due to personal reasons. *Waskito and Putri (2021)* describe several indicators of turnover intention, such as increasing absenteeism, feelings of job boredom, rising incidents of errors or violations, protests against supervisors, behavioral changes, and the active search for alternative employment opportunities.

Motivation is another key element influencing employee performance. According to *Andini et al. (2023)*, strong work enthusiasm, whether from individuals or cooperative teams, helps employees focus more on achieving high-quality results and fosters a sense of responsibility for their tasks. *Hasibuan (2020)* outlines several indicators of work motivation, including physical needs, the need for safety and security, social needs, and the need for appreciation according to one's abilities.

In addition, organizational culture plays a significant role in shaping employee behavior and overall performance. *Jufrizen and Rahmadhani (2020)* define organizational culture as the norms and values that guide the behavior of members within an organization. *Sulaksono (2019)* adds that indicators of a strong organizational culture include innovation and risk-taking, attention to detail, a results-oriented mindset, concern for employee well-being, aggressiveness in work, and the maintenance of workplace stability. Taken together, these factors performance measurement, turnover intention, motivation, and organizational culture are interrelated components that greatly influence employee outcomes and organizational success. Based on the formulation of the problem, the theoretical framework, and previous research findings, the hypotheses proposed in this study are as follows:

- **H1:** Turnover intention (X1) has no significant effect on employee performance at a construction service company in Sanggau, West Kalimantan.
- **H2:** Work motivation (X2) has no significant effect on employee performance at a construction service company in Sanggau, West Kalimantan.
- **H3:** Organizational culture (X3) has a significant effect on employee performance at a construction service company in Sanggau, West Kalimantan.

RESEARCH METHODS

This study employs a descriptive research approach. Descriptive research is designed to gather information about the current status of a particular phenomenon, describing conditions as they exist at the time of the study. According to *Hikmawati (2017)*, descriptive research aims to collect data about the current state of a phenomenon without the intention of making generalizations or drawing universally applicable conclusions. The research relies on two sources of data: primary data and secondary data. As *Sugiyono (2018)* explains, primary data refers to information collected directly by the researcher or the individual in need of the data. Meanwhile, *Sugiyono (2019)* defines secondary data as information obtained indirectly from the

research object or through other sources. In addition to being descriptive, this study also adopts a quantitative research method, utilizing numerical data obtained through questionnaires. These numerical responses are then processed using statistical tools. According to *Sahir (2021)*, quantitative research involves data processing tools that apply statistical methods, meaning that the data collected and the resulting findings are presented in numerical form.

ANALYSIS AND DISCUSSION

This section presents the findings of the study based on data collected from 69 respondents at a construction service company in Sanggau, West Kalimantan. The analysis was conducted using IBM SPSS 26, and the discussion integrates statistical outcomes with theoretical insights.

1. Respondent Demographics

The demographics of the respondents were analyzed based on gender, age, education level, and years of service. This helped provide a contextual understanding of the employee profile at the company.

Table 1. Respondent Demographics

Demographic Aspect	Category	Frequency	Percentage (%)
Gender	Male	64	92.75
	Female	5	7.25
Age	< 25 years	1	1.45
	25 – 35 years	24	34.78
	36 – 45 years	12	17.39
	> 45 years	32	46.38
Education Level	Elementary School	16	23.19
	Junior High School	5	7.25
	Senior High School	31	44.93
	Diploma	6	8.69
	Bachelor's Degree	11	15.94
Years of Service	< 5 years	33	47.83
	5 – 10 years	30	43.48
	11 – 20 years	6	8.69
	> 20 years	0	0.00

2. Validity Test

The results of the validity test show that all questionnaire items across the four variables turnover intention (X1), work motivation (X2), organizational culture (X3), and employee performance (Y) have r-values greater than the critical r-table value (0.236). This indicates that all items are valid and can be used to measure the intended variables.

Table 2: Validity Test Results

Variable	Item	r-count	r-table (0.236)	Validity Status
Turnover Intention (X1)	Item 1–12	>0.236	0.236	Valid
Work Motivation (X2)	Item 1–10	>0.236	0.236	Valid
Organizational Culture (X3)	Item 1–12	>0.236	0.236	Valid
Employee Performance (Y)	Item 1–10	>0.236	0.236	Valid

Note: All r-count values exceeded the critical value of 0.236 at 5% significance level

3. Reliability Test

Based on the Cronbach’s Alpha values for each variable (all > 0.6), it is evident that the instruments used are reliable. This means the data collection tool consistently measures what it is intended to measure.

Table 3. Reliability Test Results

Variable	Cronbach’s Alpha	Number of Items	Reliability Status
Turnover Intention (X1)	0.783	12	Reliable
Work Motivation (X2)	0.798	10	Reliable
Organizational Culture (X3)	0.743	12	Reliable
Employee Performance (Y)	0.821	10	Reliable

4. Partial Hypothesis Testing (T-Test)

The t-test was conducted to determine the individual effect of each independent variable on employee performance.

Table 4. T-Test Results

Variable	Coefficient (B)	t-value	Sig. Value	Interpretation
Turnover Intention (X1)	0.122	1.116	0.269	Not Significant (t < 1.997; sig > 0.05)
Work Motivation (X2)	0.166	1.207	0.232	Not Significant (t < 1.997; sig > 0.05)
Organizational Culture (X3)	0.344	2.565	0.013	Significant (t > 1.997; sig < 0.05)

- **H1:** The t-value for turnover intention (1.116) is less than the t-table value (1.997), and the significance value is 0.269 (> 0.05). This indicates that turnover intention does not have a significant effect on employee performance. Thus, **H1 is rejected**.
- **H2:** The t-value for work motivation is 1.207 with a significance value of 0.232 (> 0.05). As with turnover intention, this result shows that work motivation does not significantly affect employee performance. Therefore, **H2 is also rejected**.
- **H3:** Organizational culture shows a t-value of 2.565, which is greater than the t-table value (1.997), with a significance value of 0.013 (< 0.05). This result

confirms that organizational culture has a significant positive effect on employee performance. Hence, H3 is accepted.

5. Coefficient of Determination (R²)

The R² value obtained is 0.235, meaning that 23.5% of the variation in employee performance can be explained by turnover intention, work motivation, and organizational culture. The remaining 76.5% is likely influenced by other variables not included in this study.

Table 5. Coefficient of Determination (R²)

Model	R	R Square	Adjusted R ²	Std. Error of the Estimate
Regression	0.485	0.235	0.200	3.570

Interpretation: The independent variables explain 23.5% of the variation in employee performance.

6. Discussion

The results reveal that among the three variables studied, only organizational culture significantly influences employee performance. This supports prior studies (e.g., Yulianingsih et al., 2022; Jufrizen & Rahmadhani, 2020) that emphasized the role of a supportive and value-driven work culture in improving outcomes.

On the other hand, turnover intention and work motivation showed no significant direct impact on performance. This could suggest that although employees may feel demotivated or even consider leaving, these factors alone may not immediately translate into reduced performance—possibly due to external pressure, task obligations, or company structure.

This finding opens an opportunity for future research to explore moderating or mediating variables that might clarify the complex relationship between motivation, turnover intention, and performance. A more in-depth exploration using mixed methods or qualitative data may offer richer insights into employee behavior and attitudes in this industry context..

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

This study was conducted to analyze the influence of turnover intention, work motivation, and organizational culture on employee performance at a construction service company in Sanggau, West Kalimantan. The findings show that turnover intention and work motivation do not have a significant impact on employee performance. This suggests that although employees may experience a desire to

leave or fluctuating levels of motivation, these factors alone are not strong enough to influence their performance outcomes. On the other hand, organizational culture was found to have a significant and positive influence on performance. A supportive and value-driven organizational culture contributes substantially to enhancing employee behavior and productivity. The model used in this study explains 23.5% of the variance in employee performance, while the remaining 76.5% is likely influenced by other variables not included in the analysis.

Despite the contributions of this study, there are some limitations. First, the study only focused on three independent variables, which may not fully capture the complex dynamics that influence performance in the workplace. Second, the research was limited to a single company, which may reduce the generalizability of the findings to other organizations or industries. Third, the data were obtained through self-reported questionnaires, which may introduce bias due to subjective responses.

Based on these limitations, future research is encouraged to incorporate additional variables such as job satisfaction, organizational commitment, leadership style, or work environment as mediators or moderators. Expanding the sample size and including multiple organizations across different sectors would enhance the external validity of the findings. Furthermore, employing a mixed-methods approach, combining both qualitative and quantitative data, could offer deeper insights into the behavioral and contextual factors that shape employee performance. By addressing these areas, future studies can provide more comprehensive and actionable recommendations for organizations aiming to improve performance and reduce employee turnover.

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