



Influence of Mental Health, Turnover Intention And Work Environment On The Performance of Millennial Employees at Bank BRI Branch Bengkulu

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ABSTRACT

Purpose: This study aims to analyze the influence of mental health, turnover intention, and work environment on employee performance among millennial employees at Bank BRI Bengkulu Branch. **Methodology:** The research employs a quantitative approach with an explanatory research design. Data were collected through structured questionnaires distributed to 60 millennial employees selected using purposive sampling. The data were analyzed using multiple linear regression, supported by validity and reliability tests as well as classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. **Results:** The findings indicate that mental health, turnover intention, and work environment simultaneously influence employee performance, with partial results showing that work environment and mental health positively affect performance, while turnover intention shows a negative tendency. **Novelty:** This study integrates psychological and organizational factors to explain employee performance in the banking sector, particularly among millennial employees. **Findings:** A supportive work environment and good mental health improve employee performance, whereas high turnover intention may reduce performance outcomes. **Originality:** The originality of this study lies in its empirical focus on millennial banking employees in a regional context, which has received limited attention in prior research. **Conclusions:** Improving mental health support and work environment quality while managing turnover intention is essential to enhance employee performance. **Type of Paper:** Empirical Research Paper.

INTRODUCTION

Millennials, defined as individuals born between 1981 and 1996, represent a generation characterized by high adaptability, innovation, and familiarity with digital technology. In the workplace, this generation tends to demonstrate distinctive attributes, such as openness to change, flexibility, and elevated expectations regarding work-life balance and a supportive organizational environment. Within the banking sector—such as at Bank Rakyat Indonesia (BRI) Branch Bengkulu—

the involvement of millennial employees has emerged as a strategic asset, contributing significantly to service improvement and the achievement of corporate objectives.

To ensure optimal employee performance, it is essential for organizations to pay attention to several influencing factors, including mental health, turnover intention, and the work environment. Mental health is considered a fundamental aspect, as it influences employees' ability to maintain productivity, establish social relationships, and effectively manage occupational stress. Poor mental health may result in reduced motivation and increased turnover intention, which refers to an employee's inclination to leave the organization. A high level of turnover intention can negatively affect organizational stability and generate substantial costs related to recruitment, training, and operational continuity.

Moreover, the work environment plays a critical role in shaping employee behavior and performance outcomes. A positive work environment, characterized by supportive leadership, healthy interpersonal interactions, and conducive physical settings, is known to enhance job satisfaction, foster employee retention, and strengthen organizational commitment.

This study was conducted at BRI Branch Bengkulu, where an improvement in employee performance has been observed in recent years. This trend is presumed to be influenced by employees' mental health, their turnover intention, and the conditions of their work environment. While existing literature has examined the impact of each of these variables separately, there remains a scarcity of studies that investigate their combined influence within the context of the banking sector, particularly among millennial employees. Therefore, this research aims to provide a comprehensive analysis of the simultaneous effects of mental health, turnover intention, and work environment on the performance of millennial employees. The findings are expected to offer valuable insights for developing evidence-based human resource strategies tailored to the characteristics of the millennial workforce

METHOD

This study is classified as an explanatory research, aiming to investigate the causal relationship between mental health, turnover intention, and work environment on the performance of millennial employees at Bank Rakyat Indonesia (BRI) Branch Bengkulu. The research employs a quantitative approach, utilizing primary data collected through questionnaires distributed to selected respondents.

The population in this study consists of all employees of BRI Branch Bengkulu, totaling 80 individuals. A sample of 60 millennial employees was selected using purposive sampling technique based on specific criteria: the respondents must be employed at BRI Branch Bengkulu, born between 1981 and 1996, and currently hold a permanent or contract-based employment status.

Data collection was carried out using a structured questionnaire developed based on indicators of each research variable. All items were measured using a Likert scale to capture respondents' perceptions. The data analysis techniques employed in this study include instrument validity and reliability testing, classical assumption tests (normality, heteroscedasticity, and multicollinearity), multiple linear regression analysis, t-test, F-test, multiple correlation analysis, and coefficient of determination (R^2). These analyses were used to examine both partial and simultaneous effects of the independent variables on millennial employee performance within the banking work environment.

RESULTS AND DISCUSSION

RESULTS

The analysis of respondents' responses was conducted to measure their perceptions of each research variable through a Likert scale ranging from 1 to 5. The responses were then categorized into five interpretive intervals: Very Good (4.21–5.00), Good (3.41–4.20), Fair (2.61–3.40), Poor (1.81–2.60), and Very Poor (1.00–1.80). This categorization aims to facilitate a clearer understanding of the degree to which each variable is perceived by respondents in relation to their experience within the organizational context.

For the Mental Health variable (X1), which consists of 12 statement items, the analysis revealed an average score of 3.76, which falls within the Good category. This finding indicates that, overall, millennial employees at BRI Branch Bengkulu perceive their mental health conditions positively. They report feeling generally capable of managing work-related anxiety, maintaining emotional stability, and demonstrating a constructive and optimistic outlook towards their tasks and professional responsibilities. The highest item score, 3.85, was obtained on the aspect of positive feelings while working, reflecting high levels of emotional engagement and work satisfaction. Conversely, the lowest item score, 3.65, was observed in the statement related to the perceived lack of support from the work environment, suggesting that while individual coping mechanisms are strong, organizational support structures may still require improvement.

In terms of the Turnover Intention variable (X2), comprising 9 statement items, the average score obtained was 3.08, placing it in the Fair category. This implies that respondents exhibit a moderate tendency toward considering job change or organizational exit. The data further indicate a nuanced perception, with the highest score of 3.18 recorded on the item reflecting feeling comfortable at work, which suggests a sense of belonging or satisfaction in their current roles. However, the lowest score, 2.98, emerged from the item indicating a residual inclination to leave the job, implying that although current conditions are tolerable, some dissatisfaction persists and could lead to turnover behavior if not addressed.

For the Work Environment variable (X3), encompassing 14 statement items, the mean score was 2.90, which is categorized as Fair. This suggests that respondents perceive the quality of the work environment as moderately adequate but not optimal. While certain physical elements of the work setting, such as lighting and safety conditions, were rated reasonably well, notable concerns were expressed regarding the quality of coworker relationships (2.68) and the completeness of workplace facilities (2.82). These findings highlight the need for organizational interventions aimed at improving interpersonal dynamics and investing in supportive infrastructure to foster a more conducive and motivating workplace environment.

Meanwhile, the Employee Performance variable (Y), which consists of 10 items, attained a mean score of 4.00, falling into the Good category. This indicates that employees generally demonstrate effective performance across multiple dimensions, including quality and quantity of work output, responsibility, cooperation, and initiative. The highest score, 4.13, was observed in the aspect of work outcomes aligning with organizational standards, while the lowest, 3.92, was associated with responsibility, suggesting that while overall performance is strong, a marginal gap may exist in terms of personal accountability or task ownership.

Before proceeding with hypothesis testing, instrument testing was performed using validity and reliability tests in SPSS version 27. The validity test revealed that all statement items produced correlation coefficients greater than the critical value of $r\text{-table} = 0.2542$, indicating that each item was statistically valid and suitable for use in subsequent analysis. Furthermore, the reliability test yielded Cronbach's Alpha coefficients exceeding the minimum threshold of 0.6 for all variables (Mental Health = 0.957; Turnover Intention = 0.906; Work Environment = 0.931; Employee Performance = 0.853), confirming that all research instruments were highly reliable and internally consistent.

Subsequently, the classical assumption tests were conducted to ensure that the data met the requirements for multiple linear regression analysis. The normality test, assessed through histograms, Q-Q plots, and the Kolmogorov–Smirnov test, yielded a significance value of 0.092 (> 0.05), indicating that the data followed a normal distribution. The multicollinearity test revealed tolerance values above 0.1 and Variance Inflation Factor (VIF) values below 10 for all independent variables ($X_1 = 1.503$; $X_2 = 2.352$; $X_3 = 2.455$), suggesting the absence of multicollinearity among predictors. In addition, the heteroscedasticity test using the Glejser method produced significance values of 0.924 (X_1), 0.483 (X_2), and 0.205 (X_3), all of which were greater than 0.05. The scatterplot also did not show any clear pattern, indicating that the model is free from heteroscedasticity and thus fulfills the assumption of homoscedasticity.

After fulfilling the classical assumptions, a multiple linear regression analysis was conducted to examine the extent to which the independent variables influenced the dependent variable. The regression equation generated is as follows:

$$Y = 17.549 + 0.128X_1 + 0.300X_2 + 0.207X_3$$

This regression model indicates that each one-unit increase in Mental Health (X_1), Turnover Intention (X_2), and Work Environment (X_3) is associated with a corresponding increase of 0.128, 0.300, and 0.207 units, respectively, in Employee Performance (Y), assuming all other variables remain constant. The positive coefficients for all three independent variables suggest a direct and positive relationship with employee performance.

To measure the overall explanatory power of the model, the coefficient of determination (R^2) was examined and found to be 0.731. This implies that 73.1% of the variance in Employee Performance (Y) can be explained jointly by the three predictor variables (X_1 , X_2 , X_3), while the remaining 26.9% is attributed to other factors not included in the model.

To test the significance of individual and joint effects of the independent variables, both t-tests (partial hypothesis testing) and an F-test (simultaneous hypothesis testing) were conducted. The t-test results revealed that each independent variable significantly influenced the dependent variable, with significance values of $X_1 = 0.002$, $X_2 = 0.001$, and $X_3 = 0.002$, all of which are below the alpha level of 0.05. Furthermore, the t-values for X_1 (3.173), X_2 (3.368), and X_3 (3.314) exceeded the critical value of $t\text{-table} = 1.67065$, leading to the acceptance of alternative hypotheses (H_a) and rejection of the null hypotheses (H_0). These findings confirm that each variable—mental health, turnover intention, and work environment—has a statistically significant partial effect on employee performance.

The F-test yielded a significance value of 0.000 (< 0.05) and an F-calculated value of 50.749, which is greater than the F-table value of 3.15. These results indicate that mental health, turnover intention, and work environment together exert a significant simultaneous influence on employee performance. Therefore, both partial and simultaneous hypothesis testing confirm the validity and predictive capability of the regression model employed in this research.

DISCUSSION

Based on the research conducted on millennial employees at Bank BRI Bengkulu Branch, a comprehensive understanding was obtained regarding the influence of Mental Health (X_1), Turnover Intention (X_2), and Work Environment (X_3) on Employee Performance (Y). The analysis of respondents' perceptions indicated that, in general, their responses to these variables fall within the "Good" and "Fairly Good" categories.

The Mental Health variable, consisting of 12 statement items, had a mean score of 3.76, categorized as "Good." This suggests that most respondents are generally able to manage anxiety and maintain a positive outlook on their work. The Turnover Intention variable, which includes 9 items, obtained an average score of 3.08, falling under the "Fairly Good" category, indicating that while the desire to leave the job exists, it remains at a moderate level. Meanwhile, the Work Environment variable, measured through 14 items, recorded a mean score of 2.90, also categorized as "Fairly Good." This implies that there is room for improvement, particularly in coworker

relationships and the adequacy of workplace facilities. In contrast, the Employee Performance variable achieved the highest average score of 4.00, indicating that the respondents were generally considered productive in carrying out their duties.

Before conducting inferential analysis, the validity and reliability of the research instruments were tested. All statement items were found to be valid, having correlation values greater than the r-table value of 0.2542. Additionally, all variables demonstrated Cronbach's Alpha values above 0.6, confirming that the instruments used were reliable and appropriate for measurement. A series of classical assumption tests was also conducted to ensure the feasibility of the regression model. The normality test showed that the data were normally distributed (Kolmogorov-Smirnov significance = $0.092 > 0.05$), no multicollinearity was detected (tolerance values > 0.1 and VIF < 10), and no signs of heteroscedasticity were found (all significance values > 0.05 and scatterplot patterns appeared random).

Multiple linear regression analysis revealed that all independent variables significantly influenced Employee Performance. The resulting regression equation is $Y = 17.549 + 0.128X_1 + 0.300X_2 + 0.207X_3$

This indicates that a one-unit increase in each independent variable leads to a corresponding positive increase in the dependent variable. Simultaneously, these three variables contribute 73.1% to Employee Performance, as reflected by the coefficient of determination ($R^2 = 0.731$), while the remaining 26.9% is influenced by other factors not included in the model.

The partial t-test results showed that the Mental Health variable (X_1) had a positive and significant effect on Employee Performance (Y), with a significance value of 0.002 and a t-value greater than the t-table value. This means that the better the employees' mental health condition, the higher their performance. These findings align with the theories of Greenhaus and Allen (2011) and Robbins and Judge (2017), who state that good mental health enhances productivity, work enthusiasm, and concentration. Previous studies, such as that by Kisdayanti and Farida (2023), also support the notion that stable mental health is positively correlated with high performance in the banking sector.

Moreover, the Turnover Intention variable (X_2) was also found to significantly affect performance, with a significance value of 0.001 and a t-value greater than the t-table value. Although turnover intention is generally viewed as a negative tendency, in this context, it had a significant impact on the dependent variable. This suggests the importance of organizational management in addressing employee stress and workload, as a high desire to leave the organization may reduce performance. This is consistent with Mangkunegara (2013) and the study by Surya Kusumah et al. (2022), which indicate that uncontrolled stress can increase turnover intentions and, ultimately, reduce loyalty and productivity.

On the other hand, the Work Environment variable (X_3) also demonstrated a significant effect, with a significance value of 0.002 and a t-value exceeding the t-table threshold. A comfortable and supportive work environment has been proven to enhance employee performance, both physically and psychologically. Studies by Siagian (2008) and Ria Estiana et al. (2023) emphasize the importance of a supportive work atmosphere and adequate facilities in promoting optimal performance. A physically and socially healthy environment encourages communication, collaboration, and work motivation.

Finally, the F-test results confirmed that the three independent variables simultaneously have a significant effect on Employee Performance (Y), with a significance value of 0.000 and an F-value of 50.749, which exceeds the F-table value of 3.15. This supports the overall statistical validity of the regression model used in this study and confirms its ability to explain a substantial portion of the variance in performance.

Therefore, organizations such as Bank BRI are encouraged to strategically prioritize employee mental health, reduce turnover intention by fostering job satisfaction, and improve the quality of the work environment to support optimal and sustainable performance.

CONCLUSION

Based on the results of the statistical analysis and comprehensive discussion, it can be concluded that Mental Health (X1), Turnover Intention (X2), and Work Environment (X3) exert a positive and statistically significant influence on Employee Performance (Y) at Bank BRI Bengkulu Branch. The findings from the partial t-tests indicate that each independent variable significantly contributes to the variation in performance outcomes, as evidenced by t-values that exceed the critical value of the t-table ($X1 = 3.173$; $X2 = 3.368$; $X3 = 3.314 > 1.67065$). Furthermore, the simultaneous F-test yielded a calculated F-value of 50.749, surpassing the F-table threshold of 3.15, thereby confirming the collective significance of the independent variables on the dependent variable.

These results underscore the critical role of psychological well-being, retention intentions, and environmental support in shaping individual productivity and effectiveness within the workplace. Specifically, enhanced mental health contributes to greater emotional stability, resilience, and task focus; lower turnover intention reflects improved job satisfaction and organizational commitment; and a supportive work environment fosters collaboration, security, and employee morale. Taken together, these factors form an integrated framework for understanding and improving employee performance, particularly among the millennial workforce in the banking sector. The findings have practical implications for organizational leaders, suggesting the need for strategic investment in employee mental health programs, retention policies, and workplace improvements as part of a holistic human capital development agenda.

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