

The Influence of Non-Physical Work Environment and Work Motivation on the Turnover Intention of Production Employees of the Printing Department of PT. XYZ

Muhammad Daffa Algyfary¹, Khaerul Rizal Abdurahman

^{1,2}Faculty of Economics and Business, Jenderal Achmad Yani University, Cimahi, Indonesia

E-mail: muhammaddaffa_22p273@mn.unjani.ac.id

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Abstract

Turnover intention is one of the problems that companies need to pay attention to because employees' desire to leave the organization can interfere with the sustainability and effectiveness of operational activities. This study aims to analyze the influence of non-physical work environment and work motivation on the turnover intention of production employees in the printing department of PT. XYZ, either partially or simultaneously. The research uses a quantitative approach with quantitative descriptive and quantitative associative methods. The research population consisted of printing production employees with a minimum working period of two years. Data collection was carried out through interviews, observations, questionnaires, and literature studies. Data were analyzed using multiple linear regression with the help of SPSS. The results of the study show that the non-physical work environment has a negative effect on turnover intention. Work motivation also has a negative effect on turnover intention. Simultaneously, the non-physical work environment and work motivation affect turnover intention. The value of the determination coefficient of 0.533 indicates that the two independent variables are able to explain 53.3% of the variation in turnover intention. These findings confirm that the non-physical work environment and work motivation are determinants that negatively and simultaneously affect turnover intention, so strengthening these two aspects is a strategic key in suppressing employees' tendency to leave the organization.

INTRODUCTION

Human resources are one of the important elements in the sustainability of organizational activities because employees play a direct role in running operational processes and achieving company goals. For manufacturing companies, the existence of employees who are committed and able to contribute optimally is increasingly important because the smooth production process is highly dependent on the availability of a stable workforce. Therefore, companies are not only required to acquire a competent workforce, but also retain employees so that they do not leave the organization. Employee turnover can have various consequences for the company, including the loss of an experienced workforce, the emergence of new employee recruitment and training needs, additional workload for retained employees, and the potential disruption of productivity and operational continuity.

One of the human resource problems that needs attention is *turnover intention*, which is the tendency or desire of employees to leave the company. *Turnover intention* is important to study

because the desire to move is not always immediately realized through resignation, but can begin with the emergence of thoughts to quit, seeking information about other jobs, and the desire to leave the company when alternatives are considered better. In the context of organizations, the emergence of these tendencies can be an early indicator of internal problems that need to be identified and addressed immediately.

These problems are relevant to the condition of PT. XYZ, a textile and garment manufacturing company that produces apparel for the domestic and export markets. Companies seek to retain a committed workforce because the presence of stable employees is necessary to support the achievement of organizational goals. However, the results of the pre-survey show the phenomenon of *turnover intention* in production employees in the printing department. Employee turnover data shows that the number of employees at the beginning of 2023 was 58 people, then there were 15 employees who left and 2 employees entered, bringing the number of employees at the end of 2023 to 45 people. In 2024, from the initial number of 45 people, there will be 8 employees who leave and 3 employees who enter, so that the number of employees at the end of the year will be 40 people. The resignation is not caused by termination of employment or retirement, but based on research data, it is an employee's personal decision to leave the company. This condition indicates that there are internal factors that need to be considered in relation to the tendency of employees to leave the organization.

One of the factors allegedly related to *turnover intention* is a non-physical work environment. The non-physical work environment is related to psychological and social conditions formed through work relationships, communication, coordination, leadership, and interaction between employees and superiors and colleagues. A conducive work environment can provide employees with a sense of comfort, support, and attachment, reducing the tendency to leave the company. Conversely, less harmonious work relationships, ineffective communication, and poor coordination can cause discomfort at work and ultimately increase the desire to seek work alternatives. This thesis specifically identifies aspects such as clarity of job description, authority, work targets, communication, employment relationships, work climate, career opportunities, and facilities as part of the organizational environmental conditions related to employees' tendency to stay or leave the company.

The phenomenon of a non-physical work environment is also seen in the results of the pre-survey of the research. The problems found are related to the lack of effective communication and coordination between shifts in printing production employees. This condition is important because production work requires process continuity and coordination between employees. Ineffective communication can cause work information to not be conveyed optimally and potentially affect employee comfort in carrying out tasks. The research abstract also shows that the condition of the non-physical work environment that is not optimal is one of the indications related to the emergence of *turnover intention* in production employees in the printing department.

In addition to the non-physical work environment, work motivation is another factor of concern in this study. Work motivation is related to the drive that makes employees willing to direct their energy and ability to carry out work. Employees with high motivation tend to have the drive to carry out their work more optimally, while low motivation can be reflected through decreased work morale, commitment, discipline, and involvement in work. In the context of

turnover intention, motivation is important because employees who have a stronger drive and attachment to their work tend to have a lower tendency to leave the organization.

The phenomenon of work motivation at PT. XYZ can be seen from the data on absenteeism and delays of production employees in the printing department. During 2024, there will be 70 cases of absenteeism and 107 cases of delay, bringing the total number of cases to 177. The cases occurred every month, with the highest number in December, namely 11 cases of absenteeism and 20 cases of delay. The high frequency of absenteeism and tardiness is used in the study as a phenomenon that indicates that employee work motivation is still not optimal. Previous research cited in the thesis also shows that work-related conditions can affect employee motivation.

The relationship between non-physical work environment, work motivation, and *turnover intention* has gained attention in previous studies, but has shown not entirely uniform results. Stefanya and Winarto (2024), for example, found that work motivation and work environment have a negative effect on *turnover intention*, both partially and simultaneously. However, the study uses a general work environment, while this study specifically focuses on a non-physical work environment and is conducted on employees of the production of printing parts.

Research by Zahroh and Kurniawati (2023) also shows that work motivation, work environment, and job satisfaction have a negative effect on *turnover intention*. Although there are similarities in the variables of work motivation and work environment, the study included job satisfaction as an additional variable and was conducted on employees of Bank Rakyat Indonesia Malang Kawi Branch Office. The difference in the characteristics of objects and constructs of the work environment shows that the results of research in the banking sector do not necessarily fully describe the condition of employees in the manufacturing environment, especially the production part.

The results of other previous studies increasingly show that there is a variation in findings. Rezeki et al. (2022) found that the non-physical work environment and work motivation had a positive effect on *turnover intention*, while Nurramdhani et al. (2024) found that the work environment had a negative effect on *turnover intention*, while work motivation was not proven to have an effect. On the other hand, Stefanya and Winarto (2024) and Aratri and Komalasari (2025) show a tendency that work motivation and work environment have a negative effect on *turnover intention*. The difference in direction and significance of these results shows that the relationship between variables still needs to be tested in different organizational contexts and characteristics of the workforce.

Based on the previous research, the research gap of this study lies in the fact that there are still differences in empirical findings regarding the influence of work environment and work motivation on *turnover intention*, as well as differences in the context of the research object. Previous research partly used the work environment in general, adding other variables such as job satisfaction or workload, as well as being conducted in the banking sector and companies with different characteristics. This study more specifically tested the non-physical work environment and work motivation simultaneously on *turnover intention* in employees of the production of the printing department of PT. XYZ.

The originality of this research lies in the empirical context and specification of the

variables used. The research not only examines the work environment in general, but focuses attention on non-physical aspects, especially relationships, communication, coordination, and social conditions in the workplace, and tests them along with work motivation in explaining *the turnover intentions* of production employees. The context of employees in the printing department also provides its own characteristics because production activities require coordination between employees and continuity of work between sectors. Thus, this study is expected to provide more specific empirical evidence regarding internal factors related to employees' tendency to leave the company.

Based on this description, this study aims to analyze the influence of non-physical work environment and work motivation on *the turnover intention* of production employees in the printing department of PT. XYZ, either partially or simultaneously. Empirically, this study is expected to clarify the relationship between the three variables as well as provide a basis for companies to understand factors related to employees' tendency to leave the organization. The formulation of these goals is in accordance with the research focus in the thesis, which is to test the influence of non-physical work environment and work motivation on *turnover intention* partially and simultaneously.

RESEARCH METHODS

This study uses a quantitative method with a descriptive and associative approach. A quantitative approach is used to obtain data through research instruments, then statistically analyzed to test the hypothesis that has been established. The descriptive approach was used to describe the condition of each research variable, while the associative approach was used to analyze the influence of non-physical work environment and work motivation on *turnover intention*.

Respondent Characteristics

The object of the research was the production employee of the printing department of PT. XYZ which is located in Bandung Regency, West Java. The study population was determined based on the characteristics of printing parts production employees who have a working period of two years or more. This criterion is used because employees with the service period are considered to have more experience and a deeper understanding of the internal conditions of the organization and attachment to the organization. The number of population units that meet the above characteristics is 40 people. Because the number of population units is relatively small, all population units are made respondents, so that the total number of respondents used in this study is 40 employees.

Research Variables

This study consists of two independent variables and one dependent variable. The first independent variable (X1) is the non-physical work environment, which is measured through peer-to-peer relationships, boss-employee relationships, and cooperation between employees. The second independent variable (X2) is work motivation, which is measured through the work itself, success, recognition, responsibility, and the development of self-potential. The dependent variable (Y) is *turnover intention*, which is measured through thoughts to quit, desire to leave the company, and desire to find another job. All variables were measured using an interval scale.

Types, Sources, and Data Collection Techniques

The data used consists of primary data and secondary data. Primary data were obtained through interviews, pre-survey questionnaires, research questionnaires, and observations. Interviews were

conducted with the production staff of the printing department and the head of production of the printing department of PT. XYZ, while the questionnaire was used to obtain respondents' responses regarding the non-physical work environment, work motivation, and *turnover intention*. Secondary data was obtained through literature research and company documents, including work performance assessment data, attendance data, and organizational structure.

Data collection techniques are carried out through library research and field research. Literature research is carried out by collecting information from books, scientific journals, previous research, literature, and relevant publications. Field research was carried out directly on the research object through interviews and the distribution of questionnaires to employees of the printing production department.

Instrument Measurement and Testing Techniques

The measurement of the research variables used an interval scale with the semantic differential method. The instruments are arranged in the form of a continuum with a score range of 1 to 5, ranging from very negative to very positive conditions or perceptions. A score of 1 indicates a very negative perception, a score of 3 indicates a neutral position, while a score of 5 indicates a very positive perception.

Before being used in the analysis, the research instrument is tested through validity and reliability tests. The validity test is performed by correlating each item's score with the total score using Pearson Product Moment correlation. An item is declared valid if the correlation value meets the set criteria, including the comparison of the calculated r value with the r table at a significance level of 5%. The test was conducted using the IBM SPSS program.

Reliability tests were performed using Cronbach's Alpha to determine the internal consistency of the instrument. The instrument is declared reliable if Cronbach's Alpha value is greater than 0.60.

Data Analysis Techniques

Data analysis was carried out through quantitative descriptive and quantitative associative analysis. Descriptive analysis was used to answer the identification of problems regarding non-physical work environment conditions, work motivation, and *turnover intention*. The analysis was carried out by calculating the average answer score of the respondents and interpreting it based on the score interval. The interval used consists of five categories, namely 1.00–1.80; 1.81–2.60; 2.61–3.40; 3.41–4.20; and 4.21–5.00.

To test the influence of non-physical work environment and work motivation on *turnover intention*, multiple linear regression analysis and determination coefficient (R^2) were used. The regression model is used to determine the influence of each independent variable on *turnover intention*, either partially or simultaneously. Data processing is carried out computerized using IBM SPSS version 29.

Before regression analysis was performed, the model was tested through classical assumption tests, which included normality, multicollinearity, and heteroscedasticity tests. The normality test uses the Kolmogorov-Smirnov, the multicollinearity test is seen through the value of the Variance Inflation Factor (VIF), while the heteroscedasticity test is used to determine whether or not there is a residual variance inequality.

Furthermore, hypothesis testing was carried out using the t -test to determine the influence of each independent variable partially and the F test to determine the influence of the two independent variables simultaneously on *turnover intention*. The significance level used is 5%.

Thus, the research method used allows the study to describe the conditions of the non-physical work environment, work motivation, and *turnover intention* while empirically testing the influence of these two independent variables on *turnover intention* in production employees of the printing department of PT. XYZ.

RESULTS AND DISCUSSION

Table 1 Recapitulation of Respondents' Responses to Non-Physical Work Environment

No.	Sub Variables	Average Score	Criteria
1	Same-Level Colleague Relationships	3,31	Enough
2	Boss and Employee Relations	3,38	Enough
3	Cooperation Between Employees	3,44	Good
	Total Average	3,38	Enough

Source: Questionnaire, reprocessed in 2026.

Based on Table 1, the non-physical work environment obtained an average score of **3.38** with the sufficient category. The highest score was found in cooperation between employees at 3.44, while the lowest score was found in co-worker relations at the same level of 3.31. This indicates that the non-physical work environment in the company is not fully optimal, especially in the aspect of peer relations at the lowest level. This condition has implications for the harmonization of relationships between employees to the maximum, which has the potential to affect employees' psychological comfort at work as well as the effectiveness of communication and coordination in the work environment, thus also having an impact on employees' perception of overall working conditions.

Table 2 Recapitulation of Respondents' Responses to Work Motivation

No.	Sub Variables	Average Score	Criteria
1	The Work Itself	3,17	Enough
2	Success	3,10	Enough
3	Acknowledgments	3,08	Enough
4	Responsibilities	3,24	Enough
5	Self-Potential Development	3,00	Enough
	Total Average	3,12	Enough

Source: Questionnaire, reprocessed in 2026. Based on Table 2, work motivation obtained an average score of **3.12** and was included in **the category of adequate**. The subvariable with the highest score was responsibility at 3.24, while the lowest score was self-potential development at 3.00. This condition shows that employee work motivation is not optimal, especially in terms of developing abilities, skills, and knowledge related to work. Employees' low perception of self-potential development has an impact on the limited intrinsic drive of employees to develop professionally, which in turn can affect employee morale and productivity in carrying out their duties and responsibilities.

Table 3 Recapitulation of Respondents' Responses to *Turnover Intention*

No.	Sub Variables	Average Score	Criteria
1	Thoughts to Stop	3,69	Good
2	The Desire to Leave	3,78	Good
3	Desire to Find Other Jobs	3,55	Good
	Total Average	3,67	Good

Source: Questionnaire, reprocessed in 2026. Based on Table 3, *turnover intention* obtained

an average score of **3.67** in the **good** category. The highest score was found in the desire to leave the company at 3.78, while the lowest score was found in the desire to find another job at 3.55. These results show that the tendency of *turnover intention* of employees in the printing sector is still relatively high, especially in the aspect of wanting to leave the company. This condition has an impact on the high risk of losing productive employees, which has the potential to disrupt the stability of production operations, increase the cost burden of recruitment and training new employees, and reduce the efficiency and continuity of work processes in the printing department.

Regression Analysis Results

Table 4 Results of the Classical Assumption Test

No.	Types of Testing	Results	Criteria	Conclusion
1	Normality	Sig. = 0.200	> 0.05	Normally distributed data
2	Multicollinearities – X1	Tolerance = 0.998; LIFE = 1,002	Tolerance > 0.10; VIVID < 10	Multicollinearity does not occur
3	Heteroscedasticity – X1	Sig. = 0.626	> 0.05	Heteroscedasticity does not occur
4	Heteroskedasticity – X2	Sig. = 0.802	> 0.05	Heteroscedasticity does not occur

Source: Results of SPSS data processing, Year 2026.

Table 5 Multiple Linear Regression Analysis Results

Variable	Regression Coefficients	Direction of Influence	Interpretation
Constant	43,021	—	<i>Turnover intention</i> is valued at 43.021 if the non-physical work environment (X1) and work motivation (X2) are assumed to be constant or value 0
Non-Physical Work Environment (X1)	-0,479	Negatives	Each increase of one unit in the non-physical work environment will decrease <i>the turnover intention</i> by 0.479 units, assuming the other variables remain
Work Motivation (X2)	-0,283	Negatives	Each one unit increase in work motivation will reduce <i>the turnover intention</i> by 0.283 units, assuming the other variables remain the same.

Regression equations:

$$Y = 43.021 - 0.479X1 - 0.283X2$$

Interpretation of Regression Equations:

A constant value of **43.021** indicates that *turnover intention* is at that point if the non-physical work environment and work motivation do not change. The X1 coefficient of **-0.479** and X2 of **-0.283** both indicate a negative influence direction, which means that improvements in both variables consistently reduce employee *turnover intention*. A higher amount of the X1 coefficient confirms that the non-physical work environment is a more dominant factor than

work motivation in suppressing the tendency of *turnover intention*.

Table 6 Determination Coefficient Results

R	R Square (R ²)	Adjusted R Square	Std. Error of Estimate
0,730	0,533	0,508	2,637

Source: Results of SPSS data processing, Year 2026.

The **R Square value of 0.533** showed that the non-physical work environment and work motivation together were able to explain **53.3% of the variation in turnover intention**, while the **other 46.7%** were influenced by other factors outside the study.

Hypothesis Testing Results

Table 7 Partial Test Results (t-test)

No.	Variable	t count	t table	Verdict	Conclusion
1	Non-Physical Work Environment (X1)	-5,063	-1,688	H ₀ rejected	Negative effects
2	Work Motivation (X2)	-4,271	-1,688	H ₀ rejected	Negative effects

Source: SPSS output results, reprocessed in 2026.

Table 8 Simultaneous Test Results (F Test)

Independent Variables	F count	F Table	Sig.	α	Verdict	Conclusion
Non-Physical Work Environment (X1) and Work Motivation (X2) to <i>Turnover Intention</i> (Y)	21,129	3,259	0,000	0,05	H ₀ rejected	Influential

Source: SPSS output results, reprocessed in 2026.

Recapitulation of Hypothesis Testing Results

No.	Hypothesis	Test Results	Verdict
H1	Non-physical work environment has a negative effect on <i>turnover intention</i>	t count -5,063 < t table -1,688	Accepted
H2	Work motivation has a negative effect on <i>turnover intention</i>	t count -4,271 < t table -1,688	Accepted
H3	Non-physical work environment and work motivation affect <i>turnover intention</i> simultaneously	F count 21,129 > F table 3,259; Sig. 0.000 < 0.05	Accepted

Overall, the results of the study prove that the non-physical work environment and work motivation have a negative influence on turnover intention, both partially and simultaneously.

DISCUSSION

The Effect of Non-Physical Work Environment on *Turnover Intention*

The results of the study show that the non-physical work environment has a negative effect on the *turnover intention* of employees in the production of the *printing* department of PT. XYZ. The results of the partial test showed a *calculated t* value of -5.063, smaller than the *table t* of -1.688, so the first hypothesis was accepted. The findings show that the better the conditions of the non-

physical work environment that employees feel, the lower the tendency of employees to leave the company.

Descriptively, the non-physical work environment obtained an average score of 3.38 and was included in the adequate category. Of the three aspects measured, cooperation between employees obtained the highest score of 3.44 and was in the good category. Meanwhile, the relationship between colleagues at the same level obtained a score of 3.31 and the relationship between the employer and the employee was 3.38, both of which were in the sufficient category. This condition shows that social relationships and communication in the work environment still have room to improve.

The regression coefficient of -0.479 shows the opposite direction of the relationship between the non-physical work environment and *turnover intention*. This means that when the conditions of employment, communication, and cooperation are improving, the tendency of employees to leave the company is getting lower. On the other hand, non-physical work environment conditions that are less conducive can increase employee discomfort and encourage the emergence of a desire to look for other work alternatives.

This finding is in accordance with the results of research conducted by Rijasawitri and Suana (2021) listed in the thesis, especially research that shows the negative influence of the non-physical work environment on *turnover intention*. A work environment that is able to create harmonious relationships, good communication, and cooperation between members of the organization can increase employee comfort at work so that the tendency to leave the organization can be suppressed.

Thus, the results of the study provide an idea that the condition of the employment relationship is one of the aspects that need to be considered by PT. XYZ. Efforts to improve communication between shifts, improve coordination, strengthen relationships between superiors and subordinates, and maintain cooperation between employees can be part of efforts to reduce *turnover intention*.

The Effect of Work Motivation on *Turnover Intention*

The results of the study show that work motivation has a negative effect on *turnover intention*. Based on the results of the partial test, a *calculated t* value of -4.271 was obtained, smaller than the *table t* of -1.688 , so the second hypothesis was accepted. These results show that the higher the employee's work motivation, the lower the employee's tendency to leave the company.

Descriptively, work motivation obtained an average score of 3.12 and was included in the category of adequate. The responsibility aspect received the highest score of 3.24, while the development of self-potential obtained the lowest score of 3.00. This condition shows that

employee work motivation is not fully optimal, especially related to opportunities and encouragement to develop abilities and potential.

The work motivation regression coefficient of -0.283 shows that the increase in work motivation has a negative relationship with *turnover intention*. In other words, the greater the employee's drive to carry out work, achieve success, gain recognition, carry out responsibilities, and develop self-potential, the less likely an employee is to leave the company.

This finding is also in line with the research conducted by Stefanya and Winarto (2024) listed in the thesis, which shows that work motivation has a negative influence on *turnover intention*. Employees who have a stronger work drive tend to have a better attachment to their work so the desire to move is lower. Conversely, low motivation can cause employees to feel less motivated to keep their jobs and increase the tendency to look for other jobs.

In the context of PT. XYZ, these results are relevant to the condition of work motivation which is still in the sufficient category. The aspect of self-potential development that obtained the lowest score indicates that the company needs to pay attention to the opportunity for employees to improve their abilities and skills. These developments can help increase work drive while strengthening employees' desire to stay in the organization.

The Effect of Non-Physical Work Environment and Work Motivation on *Simultaneous Turnover Intention*

The results of the study showed that the non-physical work environment and work motivation simultaneously affected *turnover intention*. The results of the F test showed an F value of 21.129, greater than the F of the table of 3.259, with a significance value of $0.000 < 0.05$. Thus, the third hypothesis is accepted.

These results show that *turnover intention* is not only related to one factor, but can be influenced together by the conditions of the non-physical work environment and the level of employee work motivation. The non-physical work environment provides an overview of the quality of relationships and interactions experienced by employees during work, while work motivation describes the internal drive of employees in carrying out their work. These two aspects complement each other in shaping employees' tendency to stay or leave the organization.

The ability of the two variables to explain *turnover intention* is shown by the R Square value of 0.533. This means that the non-physical work environment and work motivation together were able to explain 53.3% of the variation in *turnover intention*, while the remaining 46.7% were explained by other factors outside the research model.

The findings show that both variables have a fairly important contribution in explaining the tendency to change employees. Therefore, the company's efforts to reduce *turnover intention*

should be carried out in an integrated manner, not only by improving relationships and communication in the work environment, but also by increasing employee motivation.

Overall, the results of the study show that improving the non-physical work environment and increasing work motivation are two aspects that companies can use to reduce *turnover intention*. This condition is also relevant to the research phenomenon, namely there are still employees who leave the company and there are cases of absenteeism and delay in employees in *the production of printing* parts. By improving the quality of working relationships and increasing employees' motivation for their work, companies can create more favorable conditions for employees to stay employed in the organization

CONCLUSION

Based on the results of the study on the influence of non-physical work environment and work motivation on *the turnover intention* of production employees in the printing department of PT. XYZ, it can be concluded that the non-physical work environment has a negative effect on *turnover intention*. This shows that the better the condition of the relationship between employees, the relationship between superiors and subordinates, communication, and cooperation in the work environment, the lower the tendency of employees to leave the company.

Furthermore, work motivation has a negative effect on *turnover intention*. These findings suggest that increased employee motivation to carry out work, achieve success, gain recognition, carry out responsibilities, and develop self-potential can decrease employees' tendency to seek another job or leave the company.

Simultaneously, the non-physical work environment and work motivation affect *turnover intention*. The determination coefficient value of 53.3% showed that the two variables were able to explain the variation in *turnover intention* while the remaining were influenced by other factors outside the research model.

Thus, the results of the study confirm that efforts to reduce *turnover intention* in printing production employees need to pay attention to the condition of the non-physical work environment as well as work motivation. A supportive work environment through harmonious working relationships, effective communication, and good cooperation, accompanied by increased motivation through employee recognition, responsibility, and potential development, can be an important part of retaining employees and supporting the company's operational sustainability.

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