

THE EFFECT OF NON-PHYSICAL WORK ENVIRONMENT AND ORGANIZATIONAL COMMITMENT ON TURNOVER INTENTION AMONG EMPLOYEES OF PT. X IN SURABAYA

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Abstract

The purpose of this study is to examine how the non-physical work environment and organizational commitment affect employee turnover at PT. X in Surabaya. In this study, a 1-5 Likert scale was used to measure the opinions, attitudes, and perceptions of individuals or groups regarding certain social phenomena. Responses to this scale could be positive or negative statements regarding an individual's attitude. The following study involved all 67 salesmen of PT. X in Surabaya. A saturated sample method was used to collect samples. SmartPLS 3 software was used to analyze the data after the questionnaire was distributed. The advantage of this software is that it requires a relatively small sample size compared to its competitors, and the bootstrapping method allows data to be distributed in a non-normal manner. The results of the study show that a good non-physical work environment and organizational commitment reduce employees' desire to leave PT. X in Surabaya. The following conclusion shows that a good non-physical work environment and high organizational commitment have a negative and significant effect on employees' desire to leave the company.

Keywords: Employee Performance, Job Satisfaction, Self-Efficacy, and Organizational Commitment

INTRODUCTION

Human resources (HR) have the capability to manage, maintain, and develop businesses, making them key to achieving organizational goals. Turnover intention has become a serious problem in many companies because it can cause instability in the workforce and reduce productivity. The majority of research subjects showed high levels of turnover intention. Based on (Halim & Antolis, 2021), there are factors that can influence employees' desire to leave the company. These factors can be categorized into three main groups: individual factors, job factors, and organizational factors. Some categories include work-life balance, employee relationships, work stress, compensation, physical work environment, job satisfaction, corporate culture, career development, and commitment.

Based on PT. X's internal data, over the past three years there has been a shift in employees' desire to resign from their jobs. This shift in resignation desire reflects variations in the tendency of employees to leave their positions within a certain period of time.

Table 1
Employee Turnover Data for PT. X from 2022 - 2024

Year	Early Employee	Employee Leaving	Employees Enter	End-of-term Employee	Turnover Rate
2022	73	6	6	73	8,2%
2023	77	19	19	77	24,6%
2024	67	6	6	67	8,9%

Source: Data of PT. X

The turnover rate shows an upward trend, namely 8,2% (2022), 16,4% (2023), and 15,7% (2024). The following variations may be caused by factors such as economic conditions, work environment, organizational commitment, company policies, job opportunities outside the organization, and employee satisfaction and commitment levels. Observations and brief interviews with PT. X employees reveal that some employees feel that the company's non-physical work environment is not yet fully conducive. The problems identified include discomfort in interacting with superiors, lack of guidance from leaders, and the individualistic attitudes of some employees who are less cooperative. It is estimated that employee absenteeism will increase in 2024 due to declining health conditions, increased requests for leave, and unexplained absences

REVIEW OF LITERATURE

Non-Physical Work Environment

The non-physical work environment refers to the conditions surrounding the workplace that do not have a physical form and cannot be observed directly, but whose existence can still be felt. This environment includes social and organizational aspects in the workplace (Cahyani & Puspitadewi, 2022). Based on (Zulfa & Azizah, 2020), the non-physical work environment is a work environment related to psychological aspects. (Baharsyah & Yanuarso, 2024) argue that the non-physical work environment is a psychological work environment related to corporate culture, management, social support, and other psychological factors. In conclusion, the non-physical work environment is an

essential component in the world of work that refers to the overall psychological conditions in the workplace. Although not directly visible, the following aspects are strongly felt by employees because they are related to interactions between individuals and groups that play a role in creating comfort, motivation, and a work atmosphere within the organization.

The non-physical work environment is influenced by several factors, namely leadership support and attention, intergroup cooperation, and smooth communication. Research results (Cahyani & Puspitadewi, 2022) show that the non-physical work environment has a negative and significant influence on turnover intention. Based on Siagian in (Baharsyah & Yanuarso, 2024), indicators of the non-physical work environment include relationships between colleagues at the same level, relationships between superiors and subordinates, and collaboration between employees.

Organizational Commitment

Based on Allen & Meyer (Gatiningtyas & Primadineska, 2022) organizational commitment is when a person acts in accordance with the goals of their organization or the type of relationship between them and their organization. Based on Greenberg and Baron (Mariana et al., 2023), organizational commitment is the level of involvement of an individual with the organization so that they do not want to leave it (Al Akbar & Sukarno, 2023). The process by which an employee shows their concern for the success and progress of the organization and an attitude that shows their loyalty to the organization. Based on the following explanation, it can be concluded that organizational commitment is when a person feels very emotionally attached and wants to continue working for the company, which prevents them from looking for work outside their current company.

Based on Steers and Porter (Irianto et al., 2021), there are four components that influence employee organizational commitment: work experience, personal qualities, job quality, and structural characteristics. Organizational commitment has a negative and significant impact on the turnover intention variable, based on research (Mokoagow, 2022). Based on Allen & Mayer (Gatiningtyas & Primadineska, 2022), there are three types of organizational commitment indicators: affective commitment, continuance commitment, and normative commitment.

Turnover Intention

(Amri et al., 2022) explains that the desire to change jobs and an employee's tendency to leave the company to be replaced by a new employee is known as turnover intention. Job dissatisfaction can cause employees to look for other jobs. One definition of turnover intention is an employee's desire to leave their job because they feel dissatisfied with their work, either voluntarily or involuntarily (Erviansyah et al., 2021). Based on (Wulandari et al., 2024), turnover intention refers to the possibility or desire of an employee to leave the company for certain reasons. Based on the various explanations provided, it can be concluded that turnover intention is an employee's desire to leave the company where they work, either voluntarily or involuntarily, due to a lack of alignment with their job.

Based on (Supriadi et al., 2021), internal, external, and personal factors are some of the causes of turnover intention. Based on Chen, Zhen Xiong, and Anne Marie Francesco (2000) in (Anoki Herdian Dito, 2022), there are three signs of wanting to leave a job: frequently thinking about leaving the current job, looking for work elsewhere, and believing that staying at the current workplace does not hold a promising future.

RESEARCH METHOD

The following study applies a quantitative approach. The following study utilizes all 67 employees in the sales department of PT. X, as they have the highest turnover intention compared to employees in other divisions. The population can consist of people, objects, events, or anything related to the study (Asrulla et al., 2023). This study uses a saturated sampling technique to select samples. The measurement method for variables with weighting used in this study is an ordinal scale. A 1-5 Likert scale is used for the SEM-PLS analysis method, which is carried out using SmartPLS 3 software.

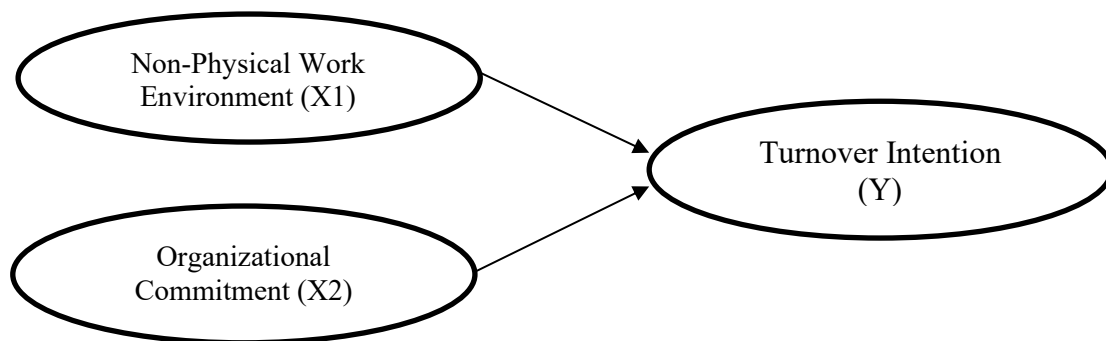
Research Hypothesis

This study aims to analyze the effect of non-physical work environment and organizational commitment on turnover intention among employees. Based on the results of the literature review, the hypotheses stated in this study are:

- H1: It is hypothesized that the non-physical work environment has a negative effect on turnover intention among employees of PT. X in Surabaya.
- H2: It is hypothesized that organizational commitment has a negative effect on turnover intention among employees of PT. X in Surabaya.

Research Model

The model in this study explains the relationship between independent variables (non-physical work environment and organizational commitment) and dependent variables (turnover intention). It can be illustrated as follows:



When the work environment is well established, employees tend to feel more comfortable while at the company. Conducive working conditions ultimately contribute to a sense of comfort and job satisfaction within the company, thereby reducing turnover intention. Similarly, with regard to organizational commitment, employees with strong organizational commitment generally demonstrate greater loyalty, have a greater drive to contribute optimally, and are less likely to seek employment opportunities at other companies.

RESULTS AND DISCUSSION

Respondent Characteristics Results

The following study used 67 respondents based on age, work location, and length of service.

Table 2
Characteristics Based on Age

Number	Age	Number of Employees	Presentation
1	21 – 25 Years Old	17	25,5%
2	26 – 30 Years Old	21	31%
3	31 – 35 Years Old	16	24%
4	36 – 40 Years Old	9	13,5%
5	> 40 Years Old	4	6%
Amount		67	100%

Source: Questionnaire Data Results

Table 3
Characteristics Based on Work Location

Number	Location	Number of Employees	Presentation
1	Surabaya	39	58%
2	Sidoarjo	7	10,5%
3	Gresik	4	6%
4	Pasuruan	3	4,5%
5	Tuban	2	3%
6	Sumenep	2	3%
7	Lamongan	2	3%
8	Probolinggo	3	3%
9	Pamekasan	2	3%
10	Bangkalan	2	3%
11	Sampang	2	3%
Amount		67	100%

Source: Questionnaire Data Results

Table 4
Characteristics Based on Length of Service

Number	Length of Service	Number of Employees	Presentation
1	< 1 Year	6	9%
2	1 – 3 Years	25	37,3%
3	4 – 6 Years	17	25,3%
4	7 – 10 Years	8	12%
5	> 10 Years	11	16,4%
Amount		67	100%

Source: Questionnaire Data Results

The results of the respondent characteristics analysis show that the majority of respondents are in the 26 to 30 age range; this is the productive age group that is usually looking for new opportunities. Most respondents (58%) are also from Surabaya, a place with many businesses and a heavy workload. In addition, the majority of respondents had 1–3 years of work experience (37,3%). The high turnover rate may be due to the fact that this length of service indicates that many company employees do not yet have long-term jobs. Employees with short periods of service are usually still in the adjustment phase and, if their needs are not met, they are more open to job opportunities elsewhere.

Data Analysis

Convergent Validity Test

The validity of each indicator showing latent variables is evaluated using convergent validity. An indicator is considered valid if the outer loading value exceeds 0,70.

Table 5
Outer Loading

	Non-Physical Work Environment	Organizational Commitment	Turnover Intention
X1.1	0,901		
X1.2	0,904		
X1.3	0,901		
X2.1		0,897	
X2.2		0,860	
X2.3		0,899	
Y.1			0,852
Y.2			0,925
Y.3			0,903

Source: Data Processing Results

All reflective indicators, consisting of non-physical work environment variables (X1), organizational commitment (X2), and reduction intention (Y), hold a loading factor value of 0,70 as shown in the loading factor table above. In other words, all indicators can be considered valid because they meet the convergent validity test criteria.

Average Variance Extracted (AVE)

Table 6
Average Variance Extracted

	Average Variance Extracted (AVE)
Non-Physical Work Environment	0,813
Organizational Commitment	0,784
Turnover Intention	0,799

Source: Data Processing Results

The test results show that the non-physical work environment variable (X1) obtained a value of 0,813, the organizational commitment variable (X2) obtained a value of 0,784, and the turnover intention variable (Y) obtained a value of 0,799. All variables used in this study may have a high level of validity, as all three variables have values above 0,5.

Discriminant Validity Test

Table 7
Cross Loading

	Non-Physical Work Environment	Organizational Commitment	Turnover Intention
X1.1	0,901	0,327	-0,700
X1.2	0,904	0,361	-0,694
X1.3	0,901	0,402	-0,752
X2.1	0,462	0,897	-0,536
X2.2	0,213	0,860	-0,411
X2.3	0,367	0,899	-0,485
Y.1	-0,636	-0,445	0,852
Y.2	-0,712	-0,495	0,925
Y.3	-0,773	-0,516	0,903

Source: Data Processing Results

Based on the results of data analysis, the non-physical work environment variable (X1), organizational commitment (X2), and turnover intention (Y) each hold higher cross-loading values than the other variables. Therefore, all indicators used in the following study have met the validity testing requirements and can be considered valid.

Reliability Test

The composite reliability value and Cronbach's alpha can be used to determine the reliability of a variable. If the value of both variables is greater than 0.70, then the variable is considered reliable.

Table 8
Reliability Test

Variable	Composite Reliability	Cronbach's Alpha	Description
Non-Physical Work Environment (X1)	0,929	0,885	Reliable
Organizational Commitment (X2)	0,916	0,863	Reliable

Turnover Intention (Y)	0,923	0,874	Reliable
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Source: Data Processing Results

Based on the table above, each variable shows a reliability value and a Cronbach's alpha value above 0.70. This shows that the variables used are measured consistently by the indicators used. As a result, it can be concluded that all indicators used in this study meet the reliability criteria and are suitable for analysis.

R-Square

How well the independent variables can explain the dependent variables in the model using the R-Square value in the relationship between latent variables.

Table 9
R-Square

Variable	R-Square
Turnover Intention (Y)	0,691

Source: Data Processing Results

Based on the values in the table, the data analysis results obtained an R-Square value of 0.69, indicating that the variables of job satisfaction and organizational commitment influence 69% of the turnover intention variable. Other variables not used in this study influence 31% of the turnover intention variable.

Q-Square

The extent to which structural models are capable of predicting observed values and producing accurate parameter estimates is measured using Predictive Relevance (Q-Square or Q^2).

Table 10
Predictive Relevance (Q-Square or Q^2)

Variabel	Q-Square
Turnover Intention (Y)	0,532

Source: Data Processing Results

Based on the values in the table, the resulting Predictive Relevance value is 0,532. This figure shows that the research model meets the requirements as a model with predictive capabilities because the value is > 0 . This means that the model is able to explain 53,2% of the information in the study.

Hypothesis Testing

To test the hypothesis, an assessment was conducted on the significance of the direct influence of the independent variable on the dependent variable. The following process can be carried out using the path coefficient value and the T-statistic value shown in the following table, which is the result of the inner model.

Table 11
Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Non-Physical Work Environment -> Turnover Intention	-0,686	-0,678	0,096	7,130	0,000
Organizational Commitment -> Turnover Intention	-0,267	-0,282	0,105	2,554	0,005

Source: Data Processing Results

a. T-test

The significance of a variable's influence can be determined if the T-statistic value is greater than 1,96, in line with the t-table value at a significance level of 0,05 or 5%.

b. P – Values

To test p-values, a comparison was made between p-value coefficients and t-tables at a significance level of 5% ($\alpha = 0,05$), where alpha is the maximum tolerance limit for errors that can be accepted in research. The research hypothesis was accepted when p-values $< 0,05$.

c. Path Coefficient

Path coefficients are used in hypothesis testing. Through the original sample values, it is possible to identify the magnitude of the independent variable path coefficients that describe the direction, strength of influence, and numerical value of the independent variable's influence on the dependent variable.

The Influence of Non-Physical Work Environment on Turnover Intention

Based on the results of data analysis, it shows that the non-physical work environment contributes to an increase in turnover intention, so the hypothesis can be accepted. From the research findings, it can be concluded that a poor non-physical work environment can encourage an increase in turnover intention among employees of PT. X. It has been proven that a non-physical work environment has a negative and significant influence on turnover intention, so the hypothesis can be accepted. The following evidence is shown through a path coefficient of -0,686, a T-Statistic value of 7,130 which is higher than the critical limit of 1,96 ($\alpha = 5\%$), and P-Values of $0,000 < 0,05$.

The work environment consists of various aspects surrounding the workplace that influence the work process. Thus, the work environment can be defined as everything, both physical and non-physical, that exists within an organization or company and plays a role in supporting the achievement of organizational goals (Putu Candra Wiguna Antara et al., 2024). (Hartati et al., 2023) explain that the work environment has a negative and significant impact on turnover intention. The better the relationships and communication between employees, the less likely employees are to leave the company.

The Effect of Organizational Commitment on Turnover Intention

Based on the results of data analysis, it shows that organizational commitment contributes to an increase in turnover intention, so the hypothesis can be accepted. From the research findings, it can be concluded that low organizational commitment can increase the level of turnover intention among employees of PT. X. It has been proven that organizational commitment has a negative and significant influence on turnover intention, so the hypothesis can be accepted. The following evidence is shown through the path coefficient of -0,267, a T-Statistic value of 2,554, which is higher than the critical limit of 1,96 ($\alpha = 5\%$), and P-Values of $0,005 < 0,05$.

Organizational commitment is a state in which an employee has a strong attachment to the goals, values, and objectives embraced by the company where they work. This commitment is not merely a formal part of the organization, but also reflects a positive attitude and readiness to work diligently to achieve the company's goals (Ningrum et al., 2024). In a study conducted by (Margono & Pogo, 2022), the variable of organizational commitment was found to have a negative and significant effect on turnover intention. In other words, stronger organizational commitment can reduce employee turnover intention.

CONCLUSION

The results of the analysis using SmartPLS on the employee data of PT. X in Surabaya shows the influence of several variables on turnover intention. Discussion of these results leads to the following conclusions: 1) The hypothesis regarding the influence of the non-physical work environment on increasing turnover intention is accepted. This means that a decline in the quality of the non-physical work environment at PT. X Surabaya will increase employees' desire to leave. 2) The hypothesis regarding the influence of organizational commitment on increasing turnover intention is accepted. This means that low organizational commitment among PT. X Surabaya employees will increase their desire to leave the company.

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