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The Effects Of Non-Physical Work Environment, Motivation And Compensation On Employee Turnover

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Abstract

This study analyses the influence of the non-physical work environment, motivation, and compensation on employee turnover in service companies. The research was conducted at PT Permodalan using a quantitative approach and a descriptive verification method. The sample comprised 35 respondents selected through a saturated sampling technique. Data were collected via a structured questionnaire employing a Likert scale. The data were analysed using multiple linear regression, preceded by tests for validity, reliability, and classical assumptions. The results indicate that motivation and compensation significantly influence employee turnover, while the non-physical work environment has a negative but statistically insignificant effect. Collectively, the three independent variables significantly affect turnover, accounting for 46% of its variability ($R^2 = 0.460$). These findings underscore the vital role of equitable compensation and strategic management of work motivation in mitigating employee turnover. The managerial implications suggest that companies should strike a balance between rewards, career development, and work climate to sustain employee loyalty over time.

Keywords: Non-Physical Work Environment, Motivation, Compensation, Employee Turnover, HR Management

1. Introduction

In an increasingly complex era of globalisation and digital disruption, companies are required to focus not only on achieving business targets, but also on the sustainability of their human resources. One of the main challenges faced by modern organisations is the high rate of employee turnover, which affects not only financial performance but also undermines organisational stability and reduces productivity (Agustiani & Muttaqin, 2023).

Employee turnover can be driven by various factors, but several studies highlight three key determinants: the non-physical work environment, work motivation, and the compensation system (Luthfi & Wijaya, 2024). A less conducive work environment—characterised by poor interpersonal relationships, rigid communication, or excessive work pressure can reduce job

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satisfaction and increase employees' intention to resign (Salfa et al., 2025). This aligns with the view of Robbins & Judge, (2017), who state that work misaligned with an individual's personality and preferences can heighten the likelihood of resignation.

Work motivation represents a crucial internal factor. Intrinsically motivated employees are more persistent in completing tasks and tend to exhibit stronger loyalty. In contrast, the absence of psychological rewards or recognition for achievements may diminish morale and intensify the desire to seek alternative employment (Busro, 2018 in Hasibuan et al., 2022)). A Study by (Agustiani & Muttaqin, 2023) even found that work motivation exerts the most significant influence on turnover compared to other factors (Hidayat et al., 2021; Zaelani et al., 2024).

Furthermore, inequality in compensation whether related to base salary, incentives, allowances, or other benefits can lead to perceived unfairness among employees. A study by Salfa et al., (2025) Click or tap here to enter text. found that inadequate compensation relative to workload was a primary cause of employee dissatisfaction, ultimately resulting in resignation. Masripah & Rahmi, (2025) further emphasised that fair compensation significantly enhances both employee performance and retention, particularly in the public service sector, such as the Fire Department.

Additional research by (Pranesty & Rahmi, 2024) reinforces this argument, stating that employee loyalty is strongly influenced by job satisfaction and a compensation system that is transparent and competitive. Hence, compensation management should not be viewed merely as an administrative function, but as a strategic effort to foster long-term employment relationships (Kalos et al., 2023).

Amidst increasing demands for efficiency and rapid workplace dynamics, PT Permodalan, a company operating in the national financing sector, faces similar challenges. Internal data indicate a rising trend in employee resignations over the past two years. Preliminary observations suggest that suboptimal non-physical work conditions, declining motivation, and inconsistencies in the compensation system are the primary drivers of this turnover phenomenon.

Based on this background, the present study seeks to empirically analyse the influence of the non-physical work environment, work motivation, and compensation on employee turnover at PT Permodalan. It is expected that this research will contribute both theoretically to contemporary HR literature and practically to strategic managerial decision-making.

2. Literature Review

2.1 Employee Turnover

Employee turnover refers to an individual's decision to leave an organisation, whether voluntarily or not. High turnover can result in substantial losses for companies, including recruitment costs, repeated training, and disruptions to productivity (Kartono, 2017). Kartono categorises turnover indicators into three main dimensions: intention to quit, job search, and thoughts of quitting, each representing psychological stages leading to resignation.

Research by Agustiani & Muttaqin, (2023) shows that turnover is simultaneously influenced by various psychosocial factors in the workplace, with motivation and work environment identified as significant determinants. If not managed properly, high turnover can create a negative cycle affecting organisational morale and employee loyalty.

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2.2 Non-Physical Work Environment

The non-physical work environment includes the psychological, social, and cultural conditions experienced by employees on a daily basis. These aspects encompass interpersonal relationships, leadership style, communication systems, and the emotional climate at work (Afandi, 2018). An unhealthy work environment, such as social tension, psychological pressure, and lack of collegial support, can reduce workplace comfort and increase the risk of burnout.

(Agustiani & Muttaqin, 2023) found that a poor work environment significantly negatively affects job loyalty and is one of the main reasons for the intention to resign in the banking sector. Similarly, (Iqlal Muhammad Luthfi & Wijaya, 2024) revealed that non-physical factors, such as disharmonious work relationships, are major contributors to low productivity and job loyalty in the manufacturing industry.

2.3 Work Motivation

Work motivation refers to internal and external forces that influence employee behaviour in achieving organisational goals. It includes psychological elements such as the need for recognition, the desire for growth, and expectations of fair returns (M. S. P. Hasibuan, 2022). According to Robbins & Judge, high motivation is directly correlated with job satisfaction and employee retention.

Research by Salfa et al., (2025) Click or tap here to enter text. identified that work motivation significantly influences employee performance and emotional engagement, particularly when supported by a fair compensation system. Meanwhile, Iqlal Muhammad Luthfi & Wijaya, (2024) stated that effectively managed motivation can increase productivity by up to 50% and indirectly reduce employees' intention to resign.

2.4 Compensation

Compensation encompasses all forms of rewards received by employees for their contributions, both financial (such as salary, allowances, and bonuses) and non-financial (such as facilities, recognition, and schedule flexibility). According to Mangkunegara, (2017), a fair and transparent compensation system plays a vital role in fostering job satisfaction and loyalty.

Masripah & Rahmi, (2025) confirmed that compensation is a key factor in preventing turnover, especially in public sector roles that involve high pressure but offer limited rewards. Similarly, (Masripah & Rahmi, 2025) stated that competitive compensation has a strong positive correlation with employee loyalty, as emotional attachment increases when workers feel fairly valued.

2.5 Research Model and Hypothesis

The following hypotheses are formulated based on the research objectives, literature review, and conceptual framework:

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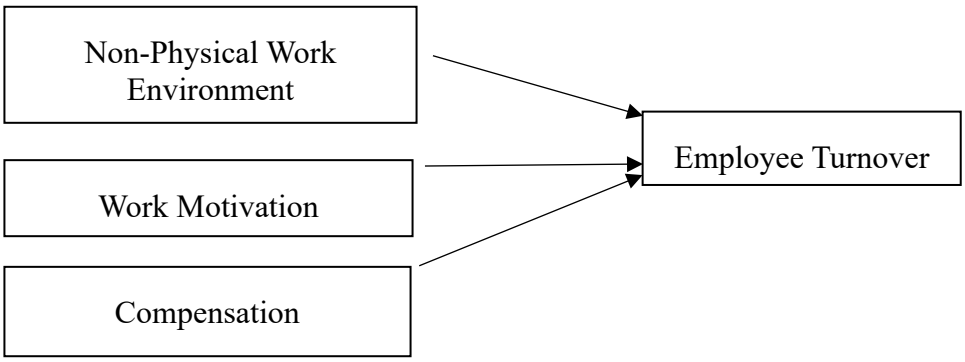


Figure 1. Research Model

Hypotheses that can be made based on research objectives, literature reviews, and research models are as follows:

(H1): The non-physical work environment has a significant effect on employee turnover.

(H2): Work motivation significantly influences employee turnover.

(H3): Compensation has a significant effect on employee turnover.

(H4): The non-physical work environment, work motivation, and compensation jointly influence employee turnover.

3. Research Method

3.1 Type and Research Approach

This study employs a quantitative approach with both descriptive analysis and analytical verification. The aim of this approach is to examine the influence of the non-physical work environment, work motivation, and compensation on employee turnover by using multiple linear regression analysis and statistical hypothesis testing.

3.2 Population and Sample

The population in this study comprises all permanent employees of PT Permodalan, totalling 35 individuals. Due to the relatively small population size, a saturated sampling technique was used, whereby all population members were included as respondents.

Data Collection Techniques

Data were collected through the following methods:

- A closed-ended questionnaire using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), developed based on indicator variables and relevant statement items.
- Documentary study, used to support company profile information and other secondary data.

3.4 Operational Variables

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Table 1. Operational Variables

Variable	Dimension	Indicator	Scale
Employee Turnover	Intention to Resign	Desire to leave, dissatisfaction	Likert 1–5
	Job Search Activity	Seeking new employment	Likert 1–5
	Commitment to Stay	Loyalty, organisational attachment	Likert 1–5
Non-Physical Work Environment	Interpersonal Relationships	Communication, teamwork	Likert 1–5
	Psychological Conditions	Sense of safety, work-related stress	Likert 1–5
	Organisational Support	Non-material rewards, managerial attention	Likert 1–5
Work Motivation	Intrinsic Motivation	Enthusiasm, work meaning, satisfaction	Likert 1–5
	Extrinsic Motivation	Recognition, rewards, career benefits	Likert 1–5
	Goals and Passion	Ambition, achievement drive, personal development	Likert 1–5
	Work Meaning	Perceived significance and direction in work	Likert 1–5
	Recognition of Results	Appreciation of performance as a motivational trigger	Likert 1–5
Compensation	Financial Compensation	Salary, bonuses	Likert 1–5
	Non-Financial Compensation	Allowances, workplace facilities	Likert 1–5
	Perceived Fairness	Equity and appropriateness of compensation	Likert 1–5

3.5 Validity and Reliability Tests

The validity test was conducted using the Pearson Product Moment method, and a variable is considered valid if the calculated r-value exceeds the critical r-table value ($n = 35$, $\alpha = 0.05$).

Reliability was assessed using Cronbach's Alpha, with a threshold of $\geqslant 0.60$ indicating acceptable internal consistency (Sugiyono, 2019).

3.6 Classical Assumption Tests

To ensure the suitability of the regression model, the following classical assumption tests were conducted:

Normality: Tested using the One-Sample Kolmogorov–Smirnov Test

Multicollinearity: Assessed through tolerance values (> 0.1) and VIF values (< 10)

Heteroscedasticity: Evaluated using a scatterplot of residuals versus predicted values

3.7 Data Analysis Techniques

This study utilised multiple linear regression analysis to examine the relationship between the independent variables and the dependent variable. The regression equation is expressed as follows:

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon}$$

Information:
Y = Employee Turnover
X_1 = Non-Physical Work Environment

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X_2 = Work Motivation
X_3 = Compensation
α = Constant
β_1, β_2, β_3 = Regression Coefficients
ε = Error Term (residual)

3.8 Hypothesis Testing

- t-test: Used to test the partial effects of each independent variable (H_1, H_2, H_3)
- F-test: Used to assess the simultaneous effect of all independent variables on employee turnover (H_4)
- Coefficient of Determination (R^2): Used to determine the proportion of variance in employee turnover explained by the three independent variables.

4. Findings and Discussions

4.1. Validity Test

The validity test aims to assess the extent to which the statement items in the instrument are capable of measuring the intended constructs. The test was conducted using the Pearson Product Moment correlation method at a 5% significance level, with a total of 35 respondents, resulting in a critical r-value of 0.334. The results of the validity test are presented in Table 1 below.

Table 2. Validity Y

		Y1.1	Y1.2	Y1.3	Ytotal
Y1.1	Pearson Correlation	1	.558 **	-.729 **	.742 **
	Sig. (2-tailed)		.000	.000	.000
	N	35	35	35	35
Y1.2	Pearson Correlation	.558 **	1	-.524 **	.808 **
	Sig. (2-tailed)	.000		.001	.000
	N	35	35	35	35
Y1.3	Pearson Correlation	-.729 **	-.524 **	1	-.291
	Sig. (2-tailed)	.000	.001		.090
	N	35	35	35	35
Ytotal	Pearson Correlation	.742 **	.808 **	-.291	1
	Sig. (2-tailed)	.000	.000	.090	
	N	35	35	35	35

**. Correlation is significant at the 0.01 level (2-tailed).

Validity of X1

		X1.1	X1.2	X1.3	X1total
X1.1	Pearson Correlation	1	.929 **	.846 **	.959 **
	Sig. (2-tailed)		.000	.000	.000
	N	35	35	35	35
X1.2	Pearson Correlation	.929 **	1	.888 **	.975 **
	Sig. (2-tailed)	.000		.000	.000
	N	35	35	35	35

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X1.3	Pearson Correlation	.846 **	.888 **	1	.951 **
	Sig. (2-tailed)	.000	.000		.000
	N	35	35	35	35
X1total	Pearson Correlation	.959 **	.975 **	.951 **	1
	Sig. (2-tailed)	.000	.000	.000	
	N	35	35	35	35

**. Correlation is significant at the 0.01 level (2-tailed).

Validity X2

		X2.1	X2.2	X2.3	X2.4	X2.5	X2total
X2.1	Pearson Correlation	1	.216	.135	.115	.151	.494 **
	Sig. (2-tailed)		.213	.439	.511	.385	.003
	N	35	35	35	35	35	35
X2.2	Pearson Correlation	.216	1	.254	.103	.245	.769 **
	Sig. (2-tailed)	.213		.141	.556	.156	.000
	N	35	35	35	35	35	35
X2.3	Pearson Correlation	.135	.254	1	-.002	.056	.481 **
	Sig. (2-tailed)	.439	.141		.989	.748	.003
	N	35	35	35	35	35	35
X2.4	Pearson Correlation	.115	.103	-.002	1	.333	.470 **
	Sig. (2-tailed)	.511	.556	.989		.051	.004
	N	35	35	35	35	35	35
X2.5	Pearson Correlation	.151	.245	.056	.333	1	.596 **
	Sig. (2-tailed)	.385	.156	.748	.051		.000
	N	35	35	35	35	35	35
X2total	Pearson Correlation	.494 **	.769 **	.481 **	.470 **	.596 **	1
	Sig. (2-tailed)	.003	.000	.003	.004	.000	
	N	35	35	35	35	35	35

**. Correlation is significant at the 0.01 level (2-tailed).

Validity X3

		X3.1	X3.2	X3.3	X3total
X3.1	Pearson Correlation	1	.786 **	.890 **	.950 **
	Sig. (2-tailed)		.000	.000	.000
	N	35	35	35	35
X3.2	Pearson Correlation	.786 **	1	.818 **	.918 **
	Sig. (2-tailed)	.000		.000	.000
	N	35	35	35	35
X3.3	Pearson Correlation	.890 **	.818 **	1	.958 **
	Sig. (2-tailed)	.000	.000		.000
	N	35	35	35	35
X3total	Pearson Correlation	.950 **	.918 **	.958 **	1

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Sig. (2-tailed)	.000	.000	.000	
N	35	35	35	35

**. Correlation is significant at the 0.01 level (2-tailed).

The validity test was conducted to determine the extent to which the items in the research instrument were able to measure the intended variable constructs. The method employed was Pearson Product Moment correlation, calculated between each item and the total score of the corresponding variable. The test was performed at a 0.01 significance level, with 35 respondents. Items are considered valid if the significance value (Sig. 2-tailed) is less than 0.01 and the correlation coefficient is positive.

a. Validity of Variable X1 (Non-Physical Work Environment)

Three representative items for variable X1 show a very strong correlation with the total score, with Pearson correlation values ranging from 0.846 to 0.975 and a significance level of 0.000 for all items. This indicates that all items for this variable are valid and appropriate for use

Three representative question items variable X1 shows very strong correlation with total score variables . The Pearson correlation value is in range 0.846 to 0.975, with mark significance of 0.000 on all items. This means that all items for variable this is valid and worthy used .

b. Validity of Variable X2 (Work Motivation)

The motivation variable consists of five statement items. All items demonstrate a positive and significant correlation with the total score ($r = 0.470$ to 0.769; Sig. < 0.01). Although the strength of correlation varies across items, each item meets the validity criteria based on its significance level.

c. Validity of Variable X3 (Compensation)

All three items related to the compensation variable show a very strong correlation with the total score ($r = 0.890$ to 0.958; Sig. $= 0.000$). Therefore, all items fulfil the validity requirements.

d. Validity of Variable Y (Employee Turnover)

For the dependent variable (Y), two out of three items (Y1.1 and Y1.2) show a significant and positive correlation with the total score ($r = 0.742$ and 0.808; Sig. $= 0.000$). However, item Y1.3 exhibits a negative correlation ($r = -0.291$) and is not statistically significant (Sig. $= 0.090$). Based on this, item Y1.3 is considered invalid and is recommended for deletion or revision in future iterations of the instrument.

4.1.2 Reliability Test

The reliability test was conducted to measure the internal consistency among items within each variable. The test used Cronbach's Alpha coefficient, where a value of ≥ 0.60 is considered the minimum threshold for reliability. The following are the results of the reliability test for each variable:

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Table 3. Results of Instrument Reliability Testing

Variables	Number of Items	Cronbach's Alpha	Criteria	Information
Non-Physical Work Environment	3	0.958	0.60	Reliable
Work Motivation	5	0.809	0.60	Reliable
Compensation	3	0.936	0.60	Reliable
Employee Turnover	3	0.818	0.60	Reliable

The results indicate that all four variables in this study have Cronbach's Alpha values above 0.60, confirming that the entire instrument meets the reliability criteria. The highest reliability was recorded by the Non-Physical Work Environment variable (0.958), indicating very strong internal consistency. Meanwhile, the lowest score was obtained by the Motivation variable (0.809), which still falls within the category of good reliability.

Accordingly, all items in the instrument are deemed suitable for use in subsequent statistical analyses.

4.2 Assumption Test Classic

Normality Test

The normality test was conducted to ensure that the residuals in the regression model are normally distributed. This step is essential to validate the statistical inferences drawn from the model. In this study, normality was assessed using two methods: the P–P Plot and the Histogram of Standardised Residuals.

Table 4. presents the results of the Kolmogorov–Smirnov test

One-Sample Kolmogorov-Smirnov Test

Information		Unstandardized Residual
N		35
Normal Parameters	Mean	0
	Std. Deviation	5.70075964
Most Extreme Differences	Absolute	0.183
	Positive	0.15
	Negative	-0.183
Kolmogorov–Smirnov Z		1,083
Asymp. Sig. (2-tailed)		0.17

a. Test distribution is Normal.
b. Calculated from data.

Source: Processed data researcher, 2025

The normality test was conducted using the Kolmogorov–Smirnov method on the residuals of the regression model. The test results showed a significance value of 0.170 (> 0.05), indicating that the residuals are normally distributed. Therefore, the assumption of normality is fulfilled, and the data are appropriate for further regression analysis.

P–P Plot of Regression Standardised Residuals

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The normality test also aimed to determine whether the residual data follow a normal distribution, which is a key assumption in classical linear regression. One of the methods used in this study was to observe the Normal Probability Plot (P–P Plot) of the standardised residuals.

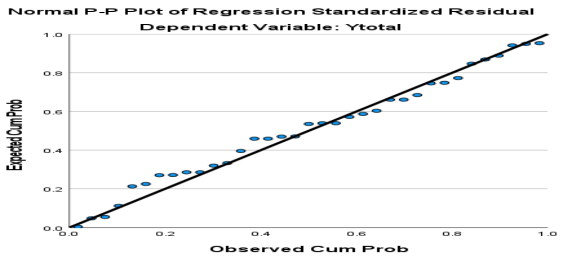


Figure 2. Normal PP Plot of Regression Standardized Residual

Based on Figure 3, it can be observed that most of the standardised residual points closely follow the diagonal (normal) line, indicating that the distribution of residuals tends towards normality. The points do not deviate substantially from the line, therefore, it can be concluded that the assumption of normality is met.

Consequently, the regression model satisfies the normality assumption and is appropriate for further statistical analysis.

Multicollinearity Test

Table 5. Results of the Multicollinearity Test

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,746	1,978		1,388	.175		
	X1total	-.208	.112	-.452	-1,858	.073	.294	3.396
	X2total	.609	.142	.827	4.298	.000	.470	2.127
	X3total	-.261	.109	-.565	-2.385	.023	.310	3.227

Source: Processed data researcher , 2025

Interpretation of Results:

The Non-Physical Work Environment (X1) has a negative regression coefficient of -0.208 with a significance value of 0.073 (> 0.05). This indicates that, partially, this variable does not have a statistically significant effect on employee turnover. However, the negative relationship remains consistent with the theoretical expectation that a better non-physical work environment tends to reduce turnover rates.

Work Motivation (X2) has a positive regression coefficient of 0.609 and a significance value of 0.000 (< 0.05), indicating a positive and significant influence on turnover. These findings suggest that high levels of work motivation, if not accompanied by proper development systems or appropriate recognition, may increase the desire to change jobs.

Compensation (X3) has a negative and significant effect on turnover, with a regression coefficient of -0.261 and a significance value of 0.023 (< 0.05). This demonstrates that fair and reasonable compensation can effectively reduce employee turnover rates.

Heteroscedasticity Test:

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The heteroscedasticity test aims to determine whether there is unequal variance of residuals in the regression model. One method used in this study was the scatterplot of residuals against predicted values (Y) to visually detect any heteroscedasticity symptoms.

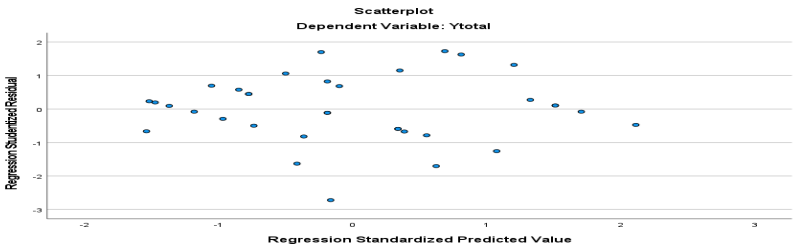


Figure 3. Heteroscedasticity Symptoms.

Based on Figure 2, the data points appear to be randomly scattered around the horizontal zero line and do not form any specific pattern (such as tapering, widening, or a curved shape). This indicates that there is no sign of systematic heteroscedasticity in the model.

Therefore, it can be concluded that the assumption of homoscedasticity is met, making the multiple linear regression model in this study valid and appropriate for further estimation and hypothesis testing.

4.3 Multiple Linear Regression Test

Multiple linear regression analysis was conducted to examine the partial effects of each independent variable on the dependent variable (Employee Turnover). The results of the data analysis are presented in Table 6 below.

Table 6. Results of the Multiple Linear Regression Test

Coefficients [a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,746	1,978		1,388	.175
	X1total	-.208	.112	-.452	-1,858	. 073
	X2total	.609	.142	.827	4.298	.000
	X3total	-.261	.109	-.565	-2.385	.023

Source: Processed data researcher, 2025

Interpretation of Results:

The constant shows a value of 2.746, but it is not statistically significant (Sig. = 0.175 > 0.05), indicating that it does not have a meaningful effect in the model when all independent variables are set to zero.

X1 (Non-Physical Work Environment) has a regression coefficient of -0.208 with a significance value of 0.073 (> 0.05). This suggests that, partially, this variable does not have a statistically significant effect on turnover. However, the negative direction of the relationship aligns with the theoretical expectation that a better non-physical work environment tends to reduce employee turnover.

X2 (Motivation) has a regression coefficient of 0.609 with a significance value of 0.000 (<

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0.05), indicating a positive and statistically significant effect on employee turnover. This implies that higher motivation, if not supported by an adequate recognition system, may paradoxically increase employees' desire to leave the organisation.

X3 (Compensation) has a negative regression coefficient of -0.261 and a significance value of 0.023 (< 0.05). This means that compensation has a statistically significant negative effect on turnover better compensation is associated with a lower employee turnover rate.

In general, based on the regression test results above, it can be concluded that two of the three independent variables motivation and compensation have a significant effect on employee turnover. Meanwhile, the non-physical work environment shows a negative influence, but it is not yet statistically significant in this model.

Determination Test Results

The coefficient of determination (R^2) test aims to measure the extent to which the regression model is capable of explaining the variability of the dependent variable (Employee Turnover), which is influenced by the independent variables (Non-Physical Work Environment, Motivation, and Compensation).

The results of the determination test are presented in Table 7 below.

Table 7. Results of the Coefficient of Determination Test

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.678 [a]	.460	.408	1.177	1.201

a. Predictors: (Constant), X3total, X2total, X1total
b. Dependent Variable: Ytotal

The R Square (R^2) value of 0.460 indicates that 46% of the variance in employee turnover can be explained by the three independent variables used in the model: Non-Physical Work Environment, Motivation, and Compensation.

The remaining 54% is attributed to other factors outside the research model, such as leadership style, workload, job satisfaction, and other personal factors not examined in this study.

The Adjusted R Square value of 0.408 adjusts the R^2 value based on the number of predictors and the sample size, and still reflects a moderate level of model contribution.

The Durbin Watson value of 1.201 suggests that there is no serious autocorrelation in the model. Although the ideal range is between 1.5 and 2.5, this value is slightly below 1.5, which may warrant some caution in interpreting temporal dynamics. However, in a cross-sectional study such as this, this limitation is not considered critical.

6. t-test (Partial Test)

The t-test (partial test) was conducted to determine the individual influence of each independent variable on the dependent variable, namely Employee Turnover.

The criteria for significance testing are as follows:

- If the significance value (Sig.) < 0.05, the variable has a statistically significant partial effect.

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- If the significance value (Sig.) > 0.05, the variable does not have a statistically significant partial effect.

The results of the t-test are presented in the following table (identical to the Coefficients Table):

Table 8. Results of the t-Test (Partial Test)

		B	Std. Error	Beta	t	sig
1	(Constant)	2,746	1,978		1,388	.175
	X1total	-.208	.112	-.452	-1,858	. 073
	X2total	.609	.142	.827	4.298	.000
	X3total	-.261	.109	-.565	-2.385	.023

Source: Processed data researcher, 2025
Interpretation of Results:

The Non-Physical Work Environment (X1) has a t-value of -1.858 and a significance value of 0.073 (> 0.05), indicating that it partially does not have a statistically significant effect on employee turnover. However, the negative regression coefficient still suggests that a better non-physical work environment is associated with a lower tendency for turnover.

Motivation (X2) has a t-value of 4.298 and a significance value of 0.000 (< 0.05), which means that motivation has a positive and statistically significant influence on turnover. This suggests that high levels of work motivation, if not supported by an appropriate reward or career system, may actually encourage employees to seek opportunities elsewhere.

Compensation (X3) shows a t-value of -2.385 with a significance value of 0.023 (< 0.05), indicating that compensation has a negative and statistically significant effect on turnover. In other words, the more fair and adequate the compensation received by employees, the lower the likelihood of voluntary resignation.

Thus, two out of the three independent variables in this model motivation and compensation have a statistically significant partial effect on employee turnover..

7. F Test (Simultaneous Test)

The F-test was conducted to determine whether all independent variables (Non-Physical Work Environment, Motivation, and Compensation) simultaneously influence the dependent variable, namely Employee Turnover.

The testing criteria are as follows:

- If the significance value (Sig.) < 0.05, then the regression model is statistically significant overall, and the independent variables jointly influence the dependent variable.

Table 9. Results of the F-Test (Simultaneous Test)

ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36,617	3	12.206	8.815	.000 [b]
	Residual	42,926	31	1.385		
	Total	79,543	34			

a. Dependent Variable: Ytotal
b. Predictors: (Constant), X3total, X2total, X1total

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Interpretation of Results:

- The calculated F-value of 8.815 with a significance value of 0.000 (< 0.05) indicates that the three independent variables simultaneously have a statistically significant effect on employee turnover.
- This means that the regression model is valid and can be used to explain variations in employee turnover through the combined influence of the non-physical work environment, motivation, and compensation.

4.4. Discussion

This research provides important insights into the dynamics of employee turnover in the service industry, particularly at PT Permodalan. The following discussion further examines the influence of the non-physical work environment, motivation, and compensation on turnover, and links the empirical findings to relevant literature.

1. Influence of the Non-Physical Work Environment on Turnover

Statistically, the non-physical work environment variable shows a negative but not significant effect on employee turnover (β = -0.208; Sig. = 0.073). Although not significant in a partial **sense,** the negative direction of the relationship is consistent with theories stating that supportive work conditions such as harmonious interpersonal relationships, psychological safety, and organisational supportcan reduce employees' intention to leave**.** This suggests that non-physical workplace factors still play an important role**,** even though they may not be the main determinant in this model. The lack of significance could be due to varied employee perceptions or the stronger influence of compensation and motivation factors.

2. Influence of Motivation on Turnover

The findings show that motivation has a positive and significant effect on turnover (β = 0.609; Sig. = 0.000). This result is particularly noteworthy as it indicates that highly motivated employees may actually be more likely to leave the organisation**.** This phenomenon can be explained using expectancy theory and equity theory, where employees with high expectations for career development and recognition may become dissatisfied when these expectations are unmet. This aligns with the findings of Salfa et al., (2025), who noted that high motivation, if not supported by effective managerial systems, can lead to increased turnover.

The implication is that companies must manage high-potential employees carefully to avoid losing talent due to a mismatch between employee aspirations and organisational support.

3. Influence of Compensation on Turnover

The compensation variable shows a negative and significant effect on turnover (β = -0.261; Sig. = 0.023). This implies that the higher the employees' perception of fairness and adequacy in compensation, the lower their tendency to resign.

These findings support the existing literature, including studies by Mangkunegara, (2017), which highlight that both financial and non-financial compensation contribute significantly to employee loyalty**.** Fairness in salary, bonuses, allowances, and workplace facilities not only reflects appreciation but also fosters emotional attachment to the organisation. Thus, managing compensation fairly and competitively is not only an administrative necessity but also a strategic priority for maintaining workforce stability.

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4. Overall Significance of the Model

The F-test result indicates that the three independent variables simultaneously have a significant effect on turnover (F = 8.815; Sig. = 0.000). This confirms that the regression model used is relevant and capable of explaining approximately 46% of the variation in employee turnover ($R^2 = 0.460$).

Although 54% of the variance is explained by other factors outside the model such as workload, leadership style, and organisational culture these results highlight that the three studied variables are strategic components of human resource management.

5. Conclusion

This study aimed to analyse the influence of the non-physical work environment, motivation, and compensation on employee turnover in service companies, with a particular focus on PT Permodalan. Based on the results of validity, reliability, multiple linear regression, and classical assumption tests, several conclusions can be drawn as follows:

- The non-physical work environment has a negative effect on employee turnover, but this effect is not statistically significant. This indicates that although the quality of interpersonal relationships, psychological conditions, and organisational support play a role in fostering employee loyalty, they have not yet become dominant factors in reducing turnover at this company.
- Motivation has a positive and significant effect on employee turnover. These findings suggest that employees with high levels of motivation but without a matching system of rewards, career development, or organisational alignment tend to have a stronger intention to seek better job opportunities elsewhere.
- Compensation has a negative and significant effect on employee turnover. This means that fair, adequate, and appropriate compensation aligned with workload can reduce the likelihood of employees leaving the company. Compensation is therefore a key factor in maintaining workforce retention.
- Simultaneously, the three independent variables non-physical work environment, motivation, and compensation have a significant effect on employee turnover**,** with a model contribution of 46% ($R^2 = 0.460$). The remaining 54% is influenced by other factors not covered in this study.

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