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The Effect Of Non-Physical Work Environment, Work Load and Compensation on Turnover Intention at PT. OKI Pulp & Paper Mills

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Abstract

This study investigates the the effect of non-physical work environment, work load and compensation on turnover intention at Pt.OKI Pulp & Paper Mills. Conducted in a private sector company PT.OKI Pulp & Paper Mills in South Sumatra Province, data was collected from employees using a quantitative survey approach and analyzed with multiple linear regression model. Sample was taken using probability sampling, cluster sampling on 4 supporting departments so that 111 employees was obtained. The results showed that The non-physical work environment does not significantly influence turnover intention, workload has a positive and significant effect on turnover intention and compensation has a negative and significant effect on turnover intention. Also simultaneously, The non-physical work environment, workload, and compensation simultaneously have a significant effect on turnover intention

Keywords: Turnover Intention; Non-Physical work Environment; Workload ; Compensation

Abstrak

Penelitian ini mengkaji pengaruh lingkungan kerja non-fisik, beban kerja, dan kompensasi terhadap intensi berpindah kerja di PT. OKI Pulp & Paper Mills. Penelitian ini dilakukan di perusahaan swasta PT. OKI Pulp & Paper Mills di Provinsi Sumatera Selatan. Data dikumpulkan dari karyawan menggunakan pendekatan survei kuantitatif dan dianalisis dengan model regresi linier berganda. Pengambilan sampel menggunakan teknik sampling probabilitas, cluster sampling pada 4 departemen pendukung sehingga diperoleh 111 karyawan. Hasil penelitian menunjukkan bahwa lingkungan kerja non-fisik tidak berpengaruh signifikan terhadap intensi berpindah kerja, beban kerja berpengaruh positif dan signifikan terhadap intensi berpindah kerja, dan kompensasi berpengaruh negatif dan signifikan terhadap intensi berpindah kerja. Secara simultan, lingkungan kerja non-fisik, beban kerja, dan kompensasi berpengaruh signifikan terhadap intensi berpindah kerja.

Kata Kunci: Intensi Berpindah Kerja; Lingkungan Kerja Non-Fisik; Beban Kerja; Kompensasi

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1. INTRODUCTION

Turnover is the rate at which employees leave a company, which varies across industries. Turnover can be defined as the movement of workers out of an organization (Istiono, 2021). Turnover refers to the final reality faced by an organization in the form of the number of employees leaving the organization during a given period. Sometimes within a company, some employees do not fully utilize their abilities to achieve company goals due to the desire to leave or move to another company (Turnover intention) for a better job. Turnover intention can be defined as an employee's intention to leave the organization, either through resignation or termination (Rijasawitri & Suana, 2020). High turnover intention indicates that employees are dissatisfied with their jobs at the company. Turnover intention is categorized as a serious problem, especially now that many employees are leaving the organization or being laid off (Saputra, 2021).

PT. OKI Pulp & Paper Mills, or PT. OPPM for short, is an integrated pulp mill located in Sei Buang, Ogan Komering Ilir Regency, South Sumatra Province. PT. OPPM consists of three divisions: the Pulp Division, the Tissue Division, and the Project Division. Its products include pulp, tissue, and chemicals. The Pulp Division of PT. OPPM has a large human resource base of approximately 1,415 employees. As a large company, PT. OPPM is not immune to employee turnover. Based on interviews with PT. OPPM's HR department, the most common reasons for employee turnover are voluntary resignation and transfer to another company. When elaborated, factors influencing turnover intention include the non-physical work environment, workload, and compensation (salary).

The work environment is something external to the organization that has the potential to influence employees in carrying out their work and ultimately impact organizational performance. Organizations are required to provide a sense of comfort and security for every employee in carrying out their work (Rijasawitri & Suana, 2020). Employees rarely communicate and socialize is one example of a non-physical work environment phenomenon. This phenomenon can be attributed to the lack of activities or time provided by the company to facilitate informal meetings outside of work hours. This inability to gather informally can impact smooth relationships between employees and harm the development of a more collaborative organizational culture. It can also lead to increased turnover intention (Mawey et al., 2024).

High employee turnover rates also impact the duties and job descriptions of remaining employees (Kuncoro Ahmad Bayu & Suprapto Yetti Lutiyan, 2022). The limited number of employees places a burden on the remaining employees. Workload is an element that employees must consider to optimize each assigned task. Workload is the burden of physical, mental, and social activities experienced by an individual, which must be completed within a specific timeframe, according to the employee's physical abilities and limitations. Workload is a concept that arises from limited information processing capacity. When faced with a task, an individual is expected to complete it at a certain level. If an individual's limitations hinder/prevent the achievement of work results at the expected level, a gap has arisen between the expected level of ability and the actual capacity (Mahawati et al., 2021).

Based on site observation, it has been found that increasing workloads are sometimes not accompanied by increased compensation. An increased workload without compensation creates an unfavourable working environment and increases the desire to leave the company. Compensation for employees also serves several purposes, including ensuring a livelihood for employees and their families, improving work performance, enhancing employee self-esteem, strengthening working

relationships between employees, preventing employee departures, improving work discipline, enhancing the efficiency of potential employees, enabling the company to compete with the workforce in the market, facilitating the company's achievement of its objectives, and implementing laws and regulations (Fachriyah & Wijayanti, 2021).

Based on research results by Hermawati et al (2021), Soelton et al (2019), Marzuqi (2021), Kristin et al (2022), Yolanda & Kasmita (2021), Aditya et al (2021), Astawa et al (2021), it was found that the work environment has a significant influence on turnover intention. Research conducted by Kristin et al (2022), Hermawati et al (2021), (Fitriantini & Nurmayanti, 2020), Astawa & Sutapa (2020), and Nanda et al. (2020) suggests that workload has a positive influence on turnover intention levels. However, (Purwati et al, 2020) suggests that workload has no effect on turnover intention levels. Meanwhile, (Yolanda & Kasmita, 2021) and (Aditya et al., 2021) suggest that workload has a significant influence on turnover intention.

Research on turnover intention conducted by Rafi et al. (2023) and Astawa et al. (2020) suggests that compensation has a negative effect on turnover intention. Yolanda & Kasmita (2021) suggest that compensation has a significant influence on turnover intention. However, Purwati et al. (2020) suggest that compensation has no effect on turnover intention.

Reflecting on the conditions and research gap phenomena, it is necessary to conduct research on the performance of factors that influence turnover intention at PT. OKI Pulp & Paper Mills. The study will use the multiple linear regression model to determine the influence of each or all independent variable to turnover intention.

Previous studies have widely examined the relationship between the non-physical work environment, workload, compensation, and turnover intention. However, the findings across these studies show inconsistencies. For example, while many researchers found that the work environment and workload significantly influence turnover intention, other studies reported no significant effect, particularly regarding workload and compensation (Purwati et al., 2020). These inconsistencies indicate that the relationship between these variables may differ depending on organizational context, industry characteristics, or employee conditions.

Therefore, compared to previous research, the aim of this study is to re-examine the influence of the non-physical work environment on turnover intention in the specific context of a large-scale manufacturing company, PT OKI Pulp & Paper Mills, where the nature of work, organizational culture, and internal communication patterns may differ from those in the service or education sectors studied previously; clarify the inconsistent findings on the effect of workload on turnover intention by analyzing workload in an industrial setting with high operational demands, where physical and mental workload may contribute differently compared to prior studies; reassess the role of compensation in reducing turnover intention, especially because previous research presents mixed results—some showing a negative effect, some no effect. This study aims to provide a more context-specific evaluation within the pulp and paper industry, where compensation structures often include basic salary, production bonuses, and allowances; analyze all three variables (non-physical work environment, workload, and compensation) simultaneously using a multiple linear regression model, which enables the study to measure the individual (partial) effect of each variable, and the combined (simultaneous) effect on turnover intention. This holistic model provides a more comprehensive explanation compared to studies that examined the variables separately; Provide new empirical evidence within the context of PT OKI Pulp & Paper Mills, where turnover intention levels may be influenced by factors unique to large industrial operations in Indonesia. This allows the findings to

fill an empirical gap in the literature, as limited studies focus specifically on the pulp and paper manufacturing sector.

2. LITERATURE REVIEW

2.1. Herzberg Two Factor Theory

The Two-Factor Theory was developed by Frederick Herzberg in the late 1950s based on his research of approximately 200 engineers and accountants in the United States. This study aimed to identify factors that contribute to job satisfaction and dissatisfaction among employees. The results showed that the factors influencing job satisfaction differ from those causing job dissatisfaction. Herzberg categorized these two factors into hygiene factors and motivating factors.

Motivating factors are intrinsic factors directly related to the content or nature of the work itself. These factors can encourage employees to work harder and improve their performance because they relate to an individual's psychological need for growth, recognition, and achievement. Motivating factors include achievement, recognition, responsibility, the work itself, career development and advancement (advancement and growth)

The presence of motivating factors will result in job satisfaction and increase employee intrinsic motivation. Therefore, to create a productive and motivated workforce, organizations need to focus not only on providing a good work environment (hygiene factors), but also on creating work that is challenging, meaningful, and provides opportunities for self-development (motivating factors).

Next is hygiene factors which extrinsic factors related to the work environment or context. These factors do not directly increase work motivation, but their absence or deficiency can lead to job dissatisfaction. In other words, the presence of hygiene factors can only prevent dissatisfaction but is not sufficient to create job satisfaction.

Hygiene factors includesalary, company policies and administration, working conditions, job security, interpersonal relationships with superiors and coworkers, supervision.

If these factors are met properly, employees will feel neutral or have no complaints about their work, but this may not necessarily lead to positive motivation. Herzberg's theory has important implications for human resource management. Managers can't simply rely on salary increases or improved work facilities to motivate employees. They also need to design jobs that allow employees to experience achievement, earn recognition, and have responsibility and opportunities for growth. Therefore, a balanced approach between hygiene factors and motivators is key to creating a healthy and productive work environment (Michael & Wawa, 2023).

2.2. Leader-Member Exchange (LMX) Theory

The approach used to describe the relationship between employees and their superiors is explained in the Leader-Member Exchange (LMX) theory. LMX theory focuses on the dyadic superior-subordinate relationship, where each superior builds a different relationship with their subordinates. Mutual liking and respect between superiors and subordinates, positive interactions demonstrated by superiors toward subordinates, and behaviors that go beyond established job descriptions are characteristics of high-quality LMX relationships (Pratiwi Yanuarisca NC & Muhammad Zulfa Alfaruqy, 2023).

2.3. Job Embeddedness Theory

This theory was developed through ten years of research by Brooks C. Holtom and his colleagues. According to the theory, an employee has a range of connections in their life. An employee with extensive work-related roles, responsibilities, and relationships has more connections and is therefore more embedded in their job. Likewise, an employee with fewer work-related roles, responsibilities, and relationships has fewer connections and therefore lower job embeddedness.

According to the theory, an employee's level of embeddedness is indicated by three elements: fit (the fit or comfort derived from how an employee's job relates to their skills, values, and goals), relationships (how an employee connects with the organization and others), and sacrifice (the psychological and material losses an employee would experience if they left their job). This level of embeddedness is sometimes known as a determining factor in an employee's intention to remain. Understanding these three key elements (fit, relationships, and sacrifice) allows organizations to assess the extent to which employees are at risk of leaving the organization. Organizations should provide training sessions for employees to improve their well-being. To improve relationships, opportunities to develop employee cohesion, such as encouraging positive interactions, should be provided. To increase the level of sacrifice, organizations must enhance the perceived value of organizational benefits. From the discussion above, the dimensions of job engagement encompass both work-related and non-work-related aspects. Work-related aspects connect employees to their jobs, while other aspects relate to their personal lives and communities and tie them to specific locations (Michael & Wawa, 2023).

2.4. Organizational Equilibrium Theory

Organizational Equilibrium Theory is the first formally structured theory of employee turnover and retention. This theory argues that an employee will continue to work if their perceived contribution to the organization is commensurate with the perceived contribution of the organization. The organization offers inducements, while the employee offers services. Inducements refer to what the organization offers, such as wages, services, and so on. According to the theory, when both the employer and employee perceive value from their exchange, equilibrium is said to have been achieved. Increasing inducements can decrease an employee's propensity to leave. However, the inducement-contribution balance can be influenced by two key factors influencing the decision to leave: turnover intention and ease of turnover. Turnover intention decreases when the organization increases job satisfaction. When an employee is dissatisfied, they may seek intraorganizational transfer opportunities. When intraorganizational transfer opportunities exist, employees are less likely to leave. Perceived ease of turnover is determined by the availability of alternative jobs. According to the theory, the greater the perceived number of alternative jobs, the higher the perceived ease of turnover (Michael & Wawa, 2023).

2.5. Turnover Intention

Turnover intention is a condition in which employees have a conscious intention or tendency to seek alternative employment within a different organization. Turnover is a tangible manifestation of turnover intention, which can be a serious problem for companies or organizations, especially if the departures involve skilled, capable, and experienced employees, or employees holding vital positions within the company. This can disrupt the company's effectiveness (Fitriantini &

Nurmayanti, 2020).

Turnover intention is essentially an employee's desire to leave one workplace for another, but has not yet reached the stage of actual employment, namely a transfer from one place to another. Turnover intention is defined as the level or degree of employee intention to leave the company. Turnover refers to the final reality faced by the company, namely the number of employees leaving the company during a specific period. Turnover is the process of employee turnover, whether voluntary or involuntary. Turnover intention can lead to high recruitment, selection, and training costs (Gunawan Santi & Andani Kurniati W, 2020).

Turnover is the proportion of organizational members who voluntarily or non-voluntarily leave the organization within a specified period. Generally expressed within a year, turnover should not exceed 10% per year. Key points to understand to find a general definition of turnover include turnover focuses on employees, meaning those who receive wages from the organization, a condition that indicates employee membership in the organization; Turnover focuses on the termination or separation of employees from the organization; This general definition of turnover can be applied to various types of organizations and various types of employee-organization relationships.

Turnover intention is indicated as an individual's attitude that refers to the results of an evaluation regarding the continuity of their relationship with the organization where they work, and has not yet been manifested in the form of definite actions (Heruwanto et al., 2019). Employee turnover intention refers to the rate at which employees leave the organization and are replaced by new employees. This process can occur for various reasons, including job dissatisfaction, lack of promotion opportunities, or an unsupportive work environment (Amsar & Lutfianto, 2024). Employee turnover can have significant impacts on an organization, including high recruitment costs, loss of knowledge and skills, and decreased morale among remaining employees.

According to Ran et al. (2020), turnover intention can be identified through several key indicators that reflect an employee’s thoughts and actions toward leaving the organization. The first indicator is thinking about leaving a job, which represents the initial cognitive stage where employees begin considering the possibility of resigning due to dissatisfaction or declining commitment. The second indicator is looking for a new job, where employees actively search for alternative employment opportunities, showing a stronger intention to leave. The third indicator is accepting a new job, which indicates that employees are willing to take an offer from another organization, demonstrating a clear decision to exit. The final indicator is finding a good job, reflecting the employee’s effort to secure a better position that offers improved compensation, career growth, or working conditions. Together, these indicators illustrate the progression from early thoughts of quitting to concrete actions leading to potential turnover.

2.6. Workload

Workload is the process of determining the number of hours a human resource is required to complete a task within a specific timeframe. Analyzing workload also helps prevent stress or work pressure, not just excessive workloads, which are feared to lead to low employee performance (Kristin et al., 2022).

A situation where the number of human resources is insufficient to meet employee needs, while tasks and functions must still be carried out, naturally results in a high workload due to the accumulation of tasks. These increasing demands can create feelings of pressure in employees, making them vulnerable to work stress, especially if this pressure triggers strained relationships

between superiors and subordinates or between coworkers. Workload pressure can make someone more sensitive and emotional. Work situations prone to emotional reactions can impact harmonious relationships between employees, as well as between superiors and subordinates. Disharmonious work relationships will negatively impact work productivity. Workload is a crucial factor to consider when calculating staffing needs. Workload is determined based on the tasks and functions of the organizational unit, which are then broken down into detailed tasks to be completed within a specific timeframe (Utami et al., 2020).

Workload is a high level of workload that can lead to prolonged fatigue. The desire to leave a workplace can be caused by excessive skill requirements, excessive work pace, excessive work volume, and so on. If the workload is too high and causes stress for employees, it will impact work quality and lead to employee dissatisfaction. The work environment is everything related to the environment around workers and can have both positive and negative influences on themselves and others in carrying out assigned tasks. A positive work environment will result in employee job satisfaction (Yolanda & Kasmita, 2021).

Workload is the process a person goes through to complete the tasks of a job or group of jobs, carried out under normal circumstances within a specific timeframe. These indicators are all related to the workload.

According to Nabawi (2019), workload can be assessed through several indicators that reflect the demands placed on employees in carrying out their tasks. The first indicator is targets to be achieved, which refers to the quantity and difficulty of work that employees are required to complete within a certain timeframe. High or unclear targets often increase pressure and workload intensity. The second indicator is working conditions, which encompass the physical and psychological environment in which employees perform their tasks, including noise, temperature, time pressure, and organizational support. Poor working conditions can significantly heighten perceived workload. The third indicator is work standards, which relate to the level of performance quality expected by the organization. Rigid or excessively high standards may demand greater effort and create a heavier workload for employees. Together, these indicators illustrate how task demands, environment, and performance expectations contribute to overall employee workload.

2.7. Non-Physical Work Environment

A good work environment fosters harmonious interactions between employees and leaders, as work is essentially an activity, not just a source of income. The work environment within a company is crucial for management to consider. Although the work environment does not directly impact the production process, it directly impacts the employees who carry it out. A conducive work environment provides a sense of security and enables employees to perform optimally. If employees enjoy their work environment, they will feel at home in their workplace, engaging in their activities, and utilizing their work time effectively. Conversely, an inadequate work environment can reduce employee performance (Handayani & Fauzan, 2022).

Working in a non-physical work environment is very supportive in providing employee comfort. It is crucial for increasing employee effectiveness, as it can affect employee physiology and psychology (Astuti & Mulyadin, 2022).

A non-physical work environment is a pleasant one, meaning it creates harmonious working relationships between employees and superiors. Essentially, humans work not only to earn money but also as a form of activity aimed at achieving satisfaction. A non-physical work environment is

also known as a psychological work environment, which refers to the non-physical conditions surrounding the workplace. This type of work environment cannot be directly perceived with the five human senses, but it can be experienced. This non-physical work environment can be experienced through relationships between employees, between subordinates and superiors, and between superiors and subordinates (Handayani & Fauzan, 2022).

Increased workloads caused by a shortage of employees can be stressful, triggering changes in individual behavior. Workload pressure can cause individuals to become more sensitive and emotional. Work situations prone to emotional reactions can impact harmonious relationships between employees and between superiors and subordinates. Disharmonious work relationships negatively impact work productivity (Utami et al., 2020).

The work environment is one of the things that surrounds a person most closely and closely during their work. The work environment can influence employees in carrying out their assigned tasks. A comfortable work environment can increase employee comfort and concentration, thereby improving their performance. However, an uncomfortable and inadequate work environment can lead to decreased employee performance. Employees will feel uncomfortable, unmotivated, and stressed in carrying out their duties and completing assigned tasks (Utami et al., 2020).

According to Amsar and Lutfianto (2024), several indicators reflect the quality of a non-physical work environment, each contributing to employee commitment and retention. The first indicator is work procedures, which refer to the systematic guidelines employees must follow to complete their tasks; clear procedures help reduce confusion and improve efficiency. The second indicator is work standards, which represent established criteria for evaluating employee performance and ensuring tasks are completed to expected quality levels. The third indicator is supervisor accountability, describing the extent to which supervisors provide guidance, feedback, and responsibility in managing their teams, thereby influencing employee satisfaction. The fourth indicator is job clarity, which relates to how clearly roles, responsibilities, and expectations are communicated; greater clarity helps employees perform effectively. The fifth indicator is employee relationships, which encompass the interpersonal interactions and social support among coworkers, fostering collaboration and a positive workplace atmosphere. Together, these elements shape the non-physical work environment and strongly influence employee attitudes and intentions to stay within the organization.

2.8. Compensation

Companies provide compensation to employees to reward performance, ensure fairness in pay, retain employees to prevent high turnover, attract qualified employees, control costs, and comply with applicable regulations. Compensation is a form of service that provides appropriate and fair rewards to employees for their contributions to achieving organizational goals. Therefore, compensation can be defined as fair and appropriate rewards given to employees for their contributions to the company (Amsar & Lutfianto, 2024).

Compensation indicators include wages and salaries, incentives, benefits and perks. Wages are usually associated with hourly pay rates. Wages are the basis of pay often used for production and maintenance workers. Salaries generally apply to weekly, monthly, or annual rates; Incentives are additional compensation above or beyond the salary or wages provided by the organization; Examples of benefits include health and life insurance, paid vacations, pension plans, and other benefits related to the employment relationship; Examples of perks include perks/perks such as an

organization car, club membership, special parking spaces, or access to the organization's aircraft that employees receive. Perks can represent a substantial amount of compensation, especially for highly paid executives (Gee et al., 2021).

2.9. Hypotheses Development

2.9.1. The influence of non-physical work environment on turnover intention.

In a non-physical work environment, harmonious relationships with coworkers and the absence of conflict are expected. The non-physical work environment significantly influences turnover intention (Baharsyah & Yanuarso, 2024).

LMX theory explains the potential of leaders to develop quality teamwork, which ultimately increases productivity within an organization. This relationship between leaders and followers influences various attitudes and behaviors. What defines a leader is the consequence of the relationship between them and their followers. Therefore, leaders must build good relationships across the team, fostering mutual trust and respect. This is crucial for employee well-being and effectiveness, as well as fostering a conducive non-physical work environment, which in turn will reduce employee turnover intentions.

Based on research by Hermawati et al. (2021), Soelton et al. (2019), Marzuqi (2021), Kristin et al. (2022), Yolanda & Kasmita (2021), Aditya et al. (2021), and Astawa et al. (2021), it was found that the work environment significantly influences turnover intention. Therefore, the authors conclude that the work environment influences turnover intention. Based on the conceptual framework and previous research, the following hypothesis can be drawn:

H1: The non-physical work environment has a negative effect on turnover intention.

2.9.2. The Effect of Workload on Turnover Intention

Providing motivation in the form of external rewards such as incentives, salary, promotions, and recognition from superiors can encourage employees to improve the quality and quantity of their performance (Robbins & Coulter, 2020). However, previous findings are not always consistent.

Muslih & Nisa (2022) and Masdaryanto et al. (2022) found a positive relationship between work motivation and performance. Conversely, Rusmewahni et al. (2023) found that motivation can have a negative or even insignificant impact on performance. Furthermore, previous research rarely specifically highlights extrinsic motivation in outsourced workers, which tends to be more dependent on external factors than intrinsic motivation. This gap is important to explore in more depth.

Research by Cahyadi et al. (2022) found a positive relationship between leadership style and individual employee performance, making it a relevant foundation for understanding the factors influencing outsourced worker performance.

Based on research by Hermawati et al. (2021), Soelton et al. (2019), Fitriantini & Nurmayanti, 2020, Kristin et al., 2022, Yolanda & Kasmita, 2021), Aditya et al. (2021), and Purwati et al. (2020), workload significantly influences turnover intention. Therefore, the authors conclude that workload influences turnover intention. Based on this framework and previous research, the following hypothesis can be drawn:

H2: Workload has a positive effect on turnover intention.

2.9.3. The Influence of Compensation Significantly on Turnover Intention

Direct financial compensation is the remuneration provided by a company to employees that is directly related to their work. Examples include wages/salaries, incentives/bonuses, commissions, allowances, and position. Good compensation can help reduce turnover intention. Employees who are satisfied with their jobs tend to have lower turnover intention (Amsar & Lutfianto, 2024).

Organizational equilibrium theory argues that an employee will continue to work if their perceived contribution to the organization is commensurate with the perceived contribution of the organization. The organization offers inducements, while the employee offers services. Inducements refer to what the organization offers, such as wages, services, and so on. According to this theory, when both the employer and employee perceive value from their exchange, equilibrium is said to have been achieved. Increasing inducements can reduce the likelihood of employees leaving.

Research by Rafi et al. (2023), Yolanda & Kasmita (2021), and Astawa et al. (2020) found that compensation significantly influences turnover intention. Therefore, the author concludes that workload influences turnover intention. Based on the conceptual framework and previous research, the following hypothesis can be drawn:

H3: Compensation has a negative effect on turnover intention.

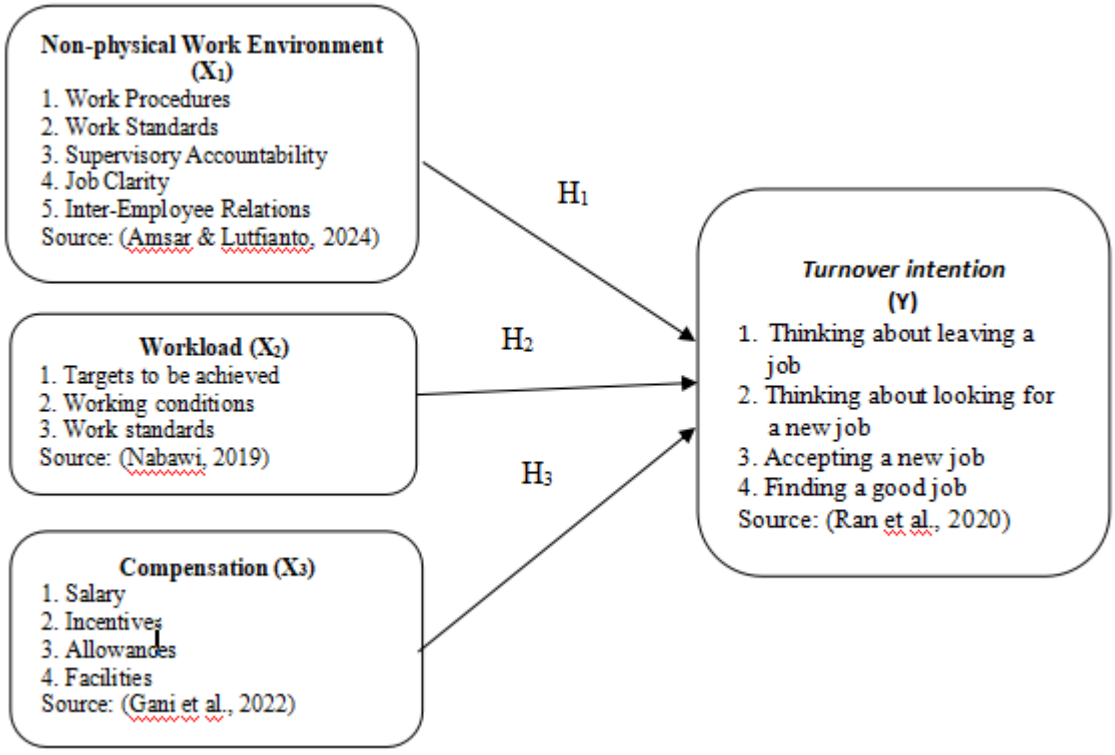


Figure 1. Theoretical Framework
Source: Data Processed, 2025

3. RESEARCH METHODS

3.1. Type of Research

The scope of this research only covers non-physical work environment variables, workload, and compensation at PT OKI Pulp & Paper Mills' pulp division.

Quantitative data analysis methods are computational and statistical methods that focus on statistical, mathematical, or numerical analysis of data sets. Therefore, when researchers use this

method, data can be measured or quantified (Sofwatillah et al., 2021).

This research uses a quantitative associative approach, aiming to analyze the influence of the independent variables of non-physical work environment, workload, and compensation on the dependent variable of turnover intention.

3.2. Population and sample (quantitative) / Informants

The population of this study was 1,363 local employees of PT. OKI Pulp & Paper Mills' pulp division. In research activities, especially quantitative ones, researchers cannot always examine the entire population. Therefore, sampling is necessary to represent that population. Appropriate sample selection is crucial for valid generalization of research results.

All respondents in this study were local employees from all departments within PT OPPM's Pulp division. The sample consisted of departments with similar job descriptions and work output. The following are the four departments sampled in this study:

Table 1. Sample Departments at PT OKI Pulp & Paper Mills

No	Departement	Employee	Department Type	Jobdesc	Output	Turnover (2022-2024)
1	QAP *(Quality Assurance)*	53	*Support*	Product quality monitoring	Product Quality Data	13.6%
2	HRD *(Human Resource)*	11	*Support*	Employee performance monitoring	Employee Performance Data	16.7% (2024)
3	HSD *(Health & Safety)*	32	*Support*	Occupational safety performance monitoring	Occupational safety data	11.6%
4	PUD (*Procurement)*	15	*Support*	Purchasing monitoring	Company procurement data	22.3%
	Total	**111**				

Source: Data Processed, 2025

From the data above, it can be seen that the QAP, HRD, HSD, and PUD departments are departments that have similarities in job description functions and output within the company. Therefore, the sample will be taken using probability sampling techniques, selected cluster sampling from all local employees of these departments, totaling 111 people.

3.3. Data Analysis

3.3.1. Multiple Linear Regression

This study will use the multiple linear regression to anlyze thq quantiive data followd by some tests to validity of the data using linear regression menu in SMART-PLS 4. Multiple linear regression is a method for making predictions involving two or more variables: an influencing variable and an affected variable. These variables are interrelated or have a causal relationship. The regression

method explains the relationship between these variables. Multiple linear regression shows the relationship between dependent and independent variables with a straight line graph. The linear regression calculation produces an equation that can be used as a reference for estimating the future value of the dependent variable by entering the values of the independent variables into the equation (Maharadja et al., 2021).

3.3.2. The multicollinearity test

In Smart PLS4, the multicollinearity test can be determined by examining the VIF value. A VIF value <10 indicates that Ho is accepted, meaning there is no multicollinearity in the model (Sihombing et al., 2024).

3.3.3. The Heteroscedasticity test

In the Smart PLS4 program, the multicollinearity test can be determined by examining the p-value. A p-value > alpha (0.05) indicates that Ho is accepted, meaning the data is homogeneous or there are no symptoms of heteroscedasticity in the model (Sihombing et al., 2024).

3.3.4. The Partial Test (The f-Test)

The f-test is used to determine whether there is a joint or simultaneous influence between independent variables on the dependent variable. The F-test indicates that the model is statistically significant because the Sig value is below 0.05 and the F-calculated value exceeds the F-table, (Suasanti Irma and Fazrinan Saumi, 2022).

3.3.5. The Partial Test (t-Test)

The t-test is used to determine the significance of the influence between independent variables on the dependent variable. The basis for conducting the t-test can be seen through two criteria: first, by looking at the significance value. If the t-test Sig. value is <0.05, then H0 is rejected and H1 is accepted. This means there is an influence between the independent variable and the dependent variable. Second, by looking at the comparison of the calculated t-value and the tabulated t-value. If the calculated t-value is >t-table, then the hypothesis is accepted. (Suasanti Irma and Fazrinan Saumi, 2022).

4. RESULTS AND DISCUSSION

4.1. Results

Based on the data collection results, it was found that the majority of respondents (76 respondents) had a bachelor's degree (S1) or diploma (D4) degree, followed by 21 (D3) graduates (18.9%), and 14 (12.6%) high school graduates. There were no respondents with a master's or doctoral degree. This indicates that the majority of respondents have completed higher education, indicating a good understanding and intellectual competence in their field of work and the research topic.

The distribution of marital status shows that the majority of respondents (73 respondents) were married, while 38 (34.2%) were single, and none had ever married. This indicates that the majority of respondents are in a socially and emotionally stable phase of life.

Of the 111 respondents, 88 (79.3%) were male, and 23 (20.7%) were female. This predominance of male respondents indicates that the work environment in the study tends to be dominated by male workers. This phenomenon is common in certain industrial sectors, such as manufacturing or pulp

and paper, which require physical ability and readiness to work in demanding operational conditions.

The age distribution shows that the majority of respondents were in the 21–30 age range (51 people (45.9%), followed by the 31–40 age group (43 people (38.7%), 41–50 years (11.7%), and 4 people over 50 years (3.6%). There were no respondents under 20 years of age. This indicates that the majority of respondents are of productive age.

The distribution of length of service shows that respondents with 0–5 years of service constitute the largest group, at 56 people (50.5%), followed by 6–10 years (38.2%), 14 people with 11–15 years (12.6%), and 3 people over 15 years (2.7%). This indicates that most respondents are relatively new to the organization.

Multiple linear regression analysis was conducted to determine the influence of non-physical work environment variables (X1), workload (X2), and compensation (X3) on turnover intention (Y). Based on the test results, the following data were obtained:

Table 2. Results of Multiple Linear Regression Analysis

	Unstandardized coefficients	Standardized coefficients	SE	T value	P value	2.5 %	97.5 %
Non-physical work environment	-0.018	-0.025	0.062	0.292	0.771	-0.141	0.105
Workload	0.667	0.984	0.063	10.555	0.000	0.542	0.792
Compensation	-0.279	-0.425	0.051	5.485	0.000	-0.380	-0.178
Intercept	0.597	0.000	0.178	3.351	0.001	0.244	0.950

Source: Data Processed, 2025

Based on Table above the results of multiple linear regression analysis can be expressed by the following equation:

$$\mathbf{Y = 0.597 - 0.018X_1 + 0.667X_2 – 0.279X_3 + \varepsilon}$$

Based on the data calculations, the coefficient of determination (R2) in this study is as follows:

Table 3. Results of the Coefficient of Determination (R2)

	Turnover intention
R-square	0.611
R-square adjusted	0.600
Durbin-Watson test	2.183

Source: Data Processed, 2025

Based on Table 3, the results of the multiple linear regression analysis show that the R-square (R^2) value is 0.611, and the adjusted R-square is 0.600. These three results illustrate the model's ability to explain the influence of independent variables on the dependent variable, as well as the model's statistical validity.

4.1.1. Multicollinearity Test Results

The multicollinearity test aims to determine whether there is a perfect or near-perfect linear relationship between dependent variables in a regression model (Mardiatmoko, 2020). In Smart PLS4, multicollinearity can be determined by examining the VIF value.

Table 4. Multicollinearity Test Results

	VIF
Non-physical work environment	2.057
Workload	2.390
Compensation	1.654

Source: Data Processed, 2025

Based on Table 4, the VIF value is < 10, this indicates that there is no multicollinearity in the model.

4.1.2. Heteroscedasticity Test Results

The heteroscedasticity test aims to identify situations where there is inequality in the variance of the residuals for all observations in the regression model. In the Smart PLS4 program, the multicollinearity test can be determined by looking at the p-value of the Breusch-Pagan Test.

Table 5. Heteroscedasticity Test Results

	Test-Statistic	df	P value
Breusch-Pagan Test	1.463	3	0.691

Based on Table 5, the p value > alpha(0.05), this means that the data is homogeneous or there are no symptoms of heteroscedasticity in the model.

4.1.3. Simultaneous Model Test Results (F Test)

Based on the results in Table 6, the calculated F-value was 56.017 with a significance level (p-value) of 0.000. This significance value is much smaller than the specified error rate ($\alpha = 0.05$). This indicates that the constructed regression model has a high level of reliability in explaining the relationship between the independent and dependent variables.

Table 6. Heteroscedasticity Test Results

	Sum square	df	Mean square	F	P value
Total	35.477	110	0.000	0.000	0.000
Error	13.801	107	0.129	0.000	0.000
Regression	21.676	3	7.225	56.017	0.000

Source: Data Processed, 2025

4.1.4. Hypotheses Testing (Partial Test Results)

Based on Table 6, the analysis shows that the non-physical work environment variable has a t-value of 0.292 with a p-value of 0.771 (>0.05). This indicates that the non-physical work environment does not significantly influence turnover intention. The regression coefficient of -0.018 indicates a negative influence, meaning that a better non-physical work environment tends to reduce employee turnover intention, but this influence is not statistically strong enough. This finding

indicates that non-physical work environment factors, such as social relationships and communication between coworkers, are not yet a dominant factor in influencing employees' decisions to stay or leave the organization.

Table 7. Partial Test Results (t-Test)

	Unstandardized coefficients	Standardized coefficients	SE	T value	P value	Remark
Non-physical work environment	-0.018	-0.025	0.062	0.292	0.771	Not Significant
Workload	0.667	0.984	0.063	10.555	0.000	**Significant**
Compensation	-0.279	-0.425	0.051	5.485	0.000	**Significant**
Intercept	0.597	0.000	0.178	3.351	0.001	**Significant**

Source: Data Processed, 2025

The workload variable has a t-value of 10.555 with a p-value of 0.000 (<0.05), indicating that workload has a positive and significant influence on turnover intention. The regression coefficient of 0.667 indicates that an increase in workload will increase employee turnover intention. This means that the higher the workload perceived by employees, the greater their tendency to experience work stress, which ultimately increases their intention to look for another job.

The compensation variable has a t-value of 5.485 with a p-value of 0.000 (<0.05), thus concluding that compensation has a negative and significant effect on turnover intention. The regression coefficient of -0.279 indicates that the higher the compensation provided by the company, the lower the employee's intention to leave their job. This demonstrates that a fair and competitive compensation system can increase employee loyalty and reduce their intention to leave.

4.2. Discussion

Based on the analysis above, it can be found that the non-physical work environment has a negative but insignificant influence on turnover intention among PT OKI Pulp & Paper Mills employees. This means that even though a comfortable work environment and good relationships between employees are good, these are not strong enough to suppress employee intentions to leave the company. Other factors such as compensation and workload actually have a stronger influence on employees' decisions to stay or change jobs. Therefore, efforts to improve the quality of the non-physical work environment are still necessary, but must be balanced with more concrete policies regarding welfare and workload management.

The finding that the non-physical work environment has a negative but insignificant effect on turnover intention provides an insightful nuance when compared to several theoretical foundations.

From the perspective of Leader–Member Exchange (LMX) Theory, high-quality relationships between leaders and employees—characterized by trust, respect, and good communication—are expected to reduce turnover intention. The non-physical work environment in this study includes elements such as supervisory accountability, clarity of work procedures, and interpersonal relationships, which are dimensions strongly related to high LMX quality. However, the insignificant empirical effect suggests that although relational quality may be present, it is not strong enough to serve as a buffer against stronger predictors such as workload and compensation.

In addition, from the lens of Job Embeddedness Theory, employees who feel psychologically

attached through fit, links, and sacrifice tend to remain in the organization. A positive non-physical work environment should theoretically increase "links" (relationships) and "fit" (comfort with role expectations). Yet the lack of significant influence suggests that these embeddedness components have not developed deeply within the company context. Employees may perceive the relational environment as positive but not compelling enough to outweigh the pressures of high workload or perceptions of unfair compensation.

Thus, the finding does not fully support Job Embeddedness Theory, signaling that relational and cultural comfort does not necessarily anchor employees when economic and physical demands are excessive.

The result also offers an interesting insight: in a heavy-industry environment, psychological comfort alone does not reduce turnover intention unless supported by tangible (economic or workload-related) organizational practices.

Also it can be found that workload has a positive and significant effect on turnover intention. This means that the higher the workload perceived by employees, the higher their tendency to leave their jobs. Empirically, this study confirms that workload is a dominant factor influencing turnover intention among employees at PT OKI Pulp & Paper Mills. These results also reinforce the view that high workloads are a major cause of turnover intention in the heavy manufacturing industry. In industries like pulp and paper, employees face stringent production targets, high safety risks, and high efficiency demands. When these demands are not balanced with organizational support, adequate compensation, and adequate rest periods, psychological stress can arise, directly impacting intention to leave a job. PT OKI Pulp & Paper Mills is a major pulp and paper company operating with a target-based work system and high production efficiency. Employees across various divisions, particularly those in the operational line, are required to meet specific performance standards within a limited timeframe, with strict safety procedures and high physical risks. However, this applies not only to the production division but also to the support division.

The finding that workload has a positive and significant effect on turnover intention strongly aligns with several theoretical expectations and contradicts others. From Organizational Equilibrium Theory (Barnard, 1938), employees will stay in an organization as long as the inducements (benefits received) outweigh the burdens (contributions required). In this study, high workload represents an excessive "contribution" compared to what employees perceive as the inducement (compensation, recognition, work–life balance, or support). Thus, this finding clearly supports Organizational Equilibrium Theory: when work demands exceed rewards, turnover intention increases. This strong alignment reinforces that in demanding environments like pulp and paper manufacturing where safety risks, efficiency pressure, and rigid targets are daily realities employees' psychological and physical thresholds become critical determinants of their decision to stay.

From a Job Embeddedness perspective, heavy workload decreases the employee's "fit" and increases their willingness to sever "links" with the organization. The significant positive effect found in this study substantiates the idea that increased job strain reduces embeddedness. Thus, this finding supports Job Embeddedness Theory, suggesting high workload acts as a "push factor" that weakens psychological attachment. The finding also indirectly reflects LMX Theory, although not its primary focus. Poor role overload can diminish the leader–member relationship, especially when leaders fail to buffer workload or provide support. This relationship tension may contribute to turnover intention. Hence, the finding is consistent with LMX predictions that inadequate supervisory support amplifies job stress and increases intent to leave.

Overall, the workload findings strongly support both Organizational Equilibrium Theory and Job Embeddedness Theory, confirming that excessive work demands are a core determinant of turnover intention in the manufacturing sector.

The last also it can be found that Compensation has a negative and significant effect on turnover intention among employees at PT OKI Pulp & Paper Mills. Therefore, the better the compensation received by employees, the lower their likelihood of leaving their jobs.

These results confirm that compensation is a key factor in reducing turnover intention. A negative regression coefficient indicates that as compensation increases, employee turnover intention decreases significantly. Compensation encompasses all forms of rewards provided by the company to employees for their contribution to achieving organizational goals, both financial (salary, bonuses, allowances) and non-financial (awards, facilities, social security).

In this study, compensation dimensions such as base salary, bonuses, position allowances, and work facilities were categorized as "fair." This indicates that the company has strived to adequately reward employee performance. However, dissatisfaction persists with the transparency of the payroll system and the appropriateness of compensation to workload. Employees believe that the payroll system is not fully transparent and does not fully reflect the level of difficulty and responsibility of the work they undertake.

These findings support Herzberg's Two-Factor Theory (1959), which states that compensation is a hygiene factor—a factor that serves to prevent job dissatisfaction. According to this theory, although compensation does not always increase intrinsic motivation, dissatisfaction with compensation can create a sense of injustice that leads to turnover intention. Thus, compensation acts as a stabilizing factor that maintains employee loyalty to the organization.

In the context of PT OKI Pulp & Paper Mills, compensation is a critical issue that directly impacts employee retention rates. As a large manufacturing company characterized by physically demanding work and a shift work system, employees face significant work challenges. Amid these pressures, compensation is a primary measure of organizational well-being and fairness.

Although the company offers competitive base salaries and job benefits, some employees still feel that the rewards they receive are not fully commensurate with the workload and risks involved. This creates a perception of internal inequity, which leads to decreased satisfaction and increased turnover intentions.

Compensation aligns with Organizational Equilibrium Theory by functioning as an “inducement” that must outweigh job demands. The significant negative effect underscores that when financial rewards are perceived as fair relative to burden, employees tend to stay. This finding supports Organizational Equilibrium Theory, reinforcing that compensation plays a balancing role in the psychological cost–benefit calculation of employees.

Interestingly, from the lens of Job Embeddedness Theory, compensation increases the “sacrifice” employees make when leaving the organization. The significant negative effect implies that better compensation makes employees less willing to lose economic benefits, thus supporting the theory.

However, a nuanced contradiction appears: although compensation is significant, employees still report concerns regarding transparency and perceived fairness. This indicates that compensation alone is not sufficient to ensure long-term embeddedness unless perceived as equitable and aligned with workload intensity.

The coefficient of determination (R^2) of 0.611 indicates that the three independent variables explain 61.1% of the variation in turnover intention, while the remaining 38.9% is explained by other

factors such as job satisfaction, leadership style, career opportunities, and work-life balance.

This finding indicates that although not all variables have a significant partial effect on turnover intention (for example, the non-physical work environment has a negative but insignificant effect), simultaneously, these three variables interact systematically to influence employees' decisions to stay or leave the company.

This illustrates that employee turnover intention is not determined by a single factor, but rather the result of a complex combination of psychological factors (the non-physical work environment), workload factors (work demands and pressure), and economic factors (compensation). These three factors are interconnected and can strengthen or weaken each other's influence on employee turnover intention. For example, a comfortable and supportive non-physical work environment can help mitigate the negative impact of a high workload, while a fair compensation system can strengthen loyalty despite high work pressure. On the other hand, if the high workload is not balanced with adequate compensation and a conducive work environment, then the possibility of turnover intention increases significantly.

5. CONCLUSIONS AND SUGGESTIONS/ CONCLUSSION

5.1. Conclusion

Based on the results of data analysis, hypothesis testing, and the discussion regarding the influence of the non-physical work environment, workload, and compensation on employee turnover intention at PT OKI Pulp & Paper Mills, some scientific conclusions can be drawn. The non-physical work environment does not significantly influence turnover intention. The analysis shows that although the non-physical work environment has a negative coefficient, the significance value (p-value 0.771 > 0.05) indicates its insignificant effect on turnover intention. This means that a favorable non-physical work environment can indeed reduce the tendency for employees to leave, but it is not yet a dominant factor. This indicates that in the context of a labor-intensive manufacturing industry like PT OKI Pulp & Paper Mills, psychological work environment factors are not strong enough to influence employee retention decisions compared to more tangible factors such as workload and compensation.

Workload has a positive and significant effect on turnover intention. The regression coefficient of 0.667 with a significance value of 0.000 (<0.05) indicates that the higher the workload, the higher the employee turnover intention. Imbalance between job demands and job resources causes job stress (job strain) and emotional exhaustion, which triggers the desire to leave the organization. High workloads without adequate support have been shown to be a key factor contributing to turnover intention in this company.

Compensation has a negative and significant effect on turnover intention. The regression coefficient value of -0.279 with a significance level of 0.000 (<0.05) indicates that the better the compensation employees receive, the lower their desire to leave the organization. These results support Herzberg's (1959) theory, which emphasize the importance of fairness and balance in compensation systems. In the context of PT OKI Pulp & Paper Mills, compensation is the most significant factor influencing employees' decisions to stay, as it is directly related to economic needs, perceptions of fairness, and rewards for performance.

The non-physical work environment, workload, and compensation simultaneously have a significant effect on turnover intention. The F test results show a calculated F value of 56.017 with a p-value of 0.000 (<0.05), and an R^2 value of 0.611, which means that the three variables together

are able to explain 61.1% of the variation in turnover intention. The remaining 38.9% is explained by other factors such as job satisfaction, leadership style, and career development opportunities, etc. These results indicate that turnover intention is the result of multidimensional interactions of various interrelated organizational factors.

5.2. Suggestions

This study has several limitations that should be considered for further research, including limited variables, limited respondent pool, the data collection method used a questionnaire, and the study timeframe was limited. Therefore, future researchers can be done by adding other variables such as job satisfaction, organizational commitment, work-life balance, or transformational leadership, which may also influence turnover intention. Use mixed methods with a qualitative approach to explore psychological factors in greater depth. Conduct cross-industry comparisons to determine whether similar variables also influence other sectors such as services, education, or banking.

However for the company PT.OKI Pulp & Paper Mills, it can be suggested to evaluate the compensation system periodically. Management needs to ensure that compensation is commensurate with responsibilities and workload. A transparent, performance-based compensation system will improve employees' perceptions of fairness. Optimize workload management. Structuring work schedules, redistributing tasks, and improving production technology can help reduce stress levels caused by excessive workloads. This can reduce turnover intention. Build a psychologically supportive work environment. Management is advised to develop a positive work culture by strengthening interpersonal relationships, interdepartmental communication, and paying attention to employee emotional well-being. Employee retention programs. Companies are advised to implement retention programs such as loyalty rewards, career training, and clear promotion paths to foster long-term commitment to the organization.

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