

The Influence of Leadership, Non-Physical Work Environment and Job Satisfaction on Employee Turnover Intention at the “SiCepat Ekspres” Expedition, Ponorogo Branch

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ABSTRACT:

This study aims to determine the effect of leadership, nonfical workmanship and work statistics for turnover intention of employees in the Ponorogo Branch "SiCepat Ekspres" Expedition. Keywords: content; formatting; article. The sample used is as many employees as 41 people in Expdisi "SiCepat Ekspres" Ponorogo Branch. The method used in this study is multiple linear regression with the help of SPSS. The results of the study indicate that: (1) Leadership has a partial effect on employee turnover intention at Expedition "SiCepat Ekspres" Ponorogo Branch. (2) The nonfical woekmanship has a partial effect on employee turnover intention at Expedition "SiCepat Ekspres" Ponorogo Branch. (3) the job satisfaction has a partial effect on employee turnover intention at the Ponorogo Branch "SiCepat Ekspres" Expedition.

Keywords: Leadership, Non-physical Work Environment, Job Satisfaction, Employee Turnover Intention



INTRODUCTION

Economic progress, as a result of globalization, continues to evolve over time, directly triggering increased competition between companies in various business sectors. Every company is required to possess a competitive advantage to survive and thrive amidst increasingly fierce competition. One strategic effort companies undertake to achieve this goal is to optimize the management of human resources, the organization's primary asset. High-quality, well-managed human resources are believed to be able to sustainably improve company performance.

One company facing these competitive dynamics is the Ponorogo Branch of SiCepat Ekspres, a delivery service. In its operations, the company faces a number of issues related to employee welfare, which have led to employees wanting to leave. This employee turnover is an indicator of internal issues that require serious management attention.

Lee, in Kartono (2017), explains that turnover intention is an employee's conscious desire or intention to leave their current job in the hope of finding a better one. The level of turnover intention significantly impacts a company's stability. High turnover intention levels can lead to various losses, including financial losses, time, effort, and other resources that the company must expend to recruit and train new employees. Therefore, companies need to understand the factors that influence turnover intention so they can take appropriate preventative measures.

Several factors suspected of influencing employee turnover intention include leadership, the non-physical work environment, and job satisfaction. According to Sutrisno (2019), leadership is the process by which a person motivates, guides, and influences others to cooperate in achieving predetermined goals. A company's success or failure depends heavily on the leader's ability to manage and empower human resources. The right leadership style is expected to create harmonious integration between leaders and employees, thereby increasing employee motivation and morale, leading to optimal performance.

In addition to leadership, the non-physical work environment is also a significant factor influencing turnover intention. This includes the relationship between leaders and employees, relationships among fellow employees, mutual respect, and a conducive work atmosphere. A comfortable and supportive non-physical work environment will positively contribute to the smooth execution of employee duties. Conversely, an unfavorable non-physical work environment can cause discomfort, job stress, and ultimately increase employee desire to leave. Therefore, companies' attention to the non-physical work environment can be one way to reduce turnover intention.

Another factor that influences turnover intention is job satisfaction. Companies need to understand the level of job satisfaction experienced by employees. According to Sutrisno (2019), job satisfaction is an employee's feelings about their job, related to working conditions, work relationships, reward systems, and opportunities for self-development. Low levels of job satisfaction can cause employees to feel uncomfortable and unfulfilled at work, leading to a desire to leave the company. Conversely, high levels of job satisfaction can increase employee loyalty and reduce intentions to leave.

Framework of Thinking

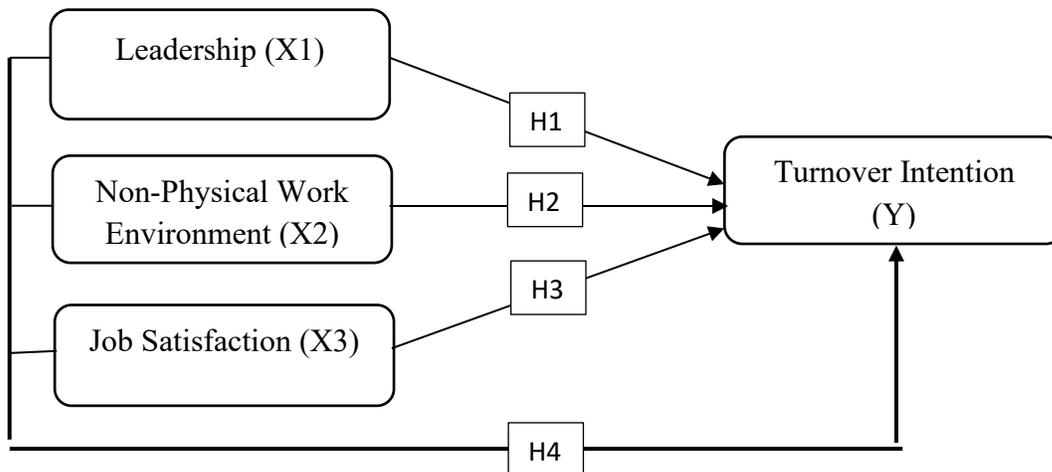


Figure 1. Thinking Framework

METHOD

This research was conducted at the SiCepat Ekspres Expedition, Ponorogo Branch, located at Jalan Sultan Agung No. 63, Bangunsari, Ponorogo District, Ponorogo Regency. The research used a quantitative approach with a survey method, where the data used was primary data obtained through distributing questionnaires to employees of the SiCepat Ekspres Expedition, Ponorogo Branch as respondents. The research instrument was compiled based on indicators of leadership variables, non-physical work environment, job satisfaction, and turnover intention. Measurement of respondents' answers used a five-level Likert scale, namely a score of 1 to 5, which reflects the level of respondent agreement with the statements submitted.

The collected data were then analyzed using multiple linear regression analysis to determine the effect of leadership, non-physical work environment, and job satisfaction on employee turnover intention. Prior to the regression analysis, the research instrument was first tested through validity and reliability tests to ensure the accuracy and consistency of the measurement tool. Hypothesis testing was conducted using a t-test to determine the effect of the independent variables partially and an F-test to determine the effect of the independent variables simultaneously. While the coefficient of determination (R^2) was used to measure the contribution of the independent variables in explaining variations in employee turnover intention.

RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

The relationship between the independent variables and the dependent variables is determined using multiple linear regression analysis. The following are the results obtained from the multiple linear regression analysis table:

Table 1. Multiple Linear Regression Analysis

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	43,046	3,834		11,226	.000
	Total.X1	.179	.058	.218	3.110	.004
	Total.X2	-.999	.084	-.818	-11,846	.000
	Total.X3	-.335	.142	-.162	-2,362	.024

a. Dependent Variable: Total.Y

Based on the table above, the regression equation used in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 43,046 + 0.179 - 0.999 - 0.335 + 3.834$$

From the regression equation above, it can be explained descriptively as follows:

- The constant value (a) = 43.046, which means the turnover intention value is 43.046 if the independent variable does not change or is the same as the constant.
- The leadership regression coefficient value (X1) = 0.179, which shows that if leadership increases by 1%, turnover intention will increase by 0.179, assuming the non-physical work environment and job satisfaction do not change.
- The regression coefficient value of the non-physical work environment (X2) = -0.999, implies that if the non-physical work environment increases by 1%, turnover intention increases by -0.999, assuming that leadership and job satisfaction remain constant.
- The job satisfaction coefficient value (X3) = -0.335, which means that if job satisfaction increases by 1%, turnover intention increases by -0.335, assuming that leadership and the non-physical work environment are in constant condition.

t-test (Partial)

The partial results of the hypothesis test can be seen in the following table:

Table 2. t-Test (Partial)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.

1	(Constant)	43,046	3,834		11,226	.000
	Total.X1	.179	.058	.218	3.110	.004
	Total.X2	-.999	.084	-.818	-11,846	.000
	Total.X3	-.335	.142	-.162	-2,362	.024

a. Dependent Variable: Total.Y

The t-value for the leadership variable (X1) is 3.110 (t-value 2.026) as shown in the chart above. This indicates that the leadership variable partially influences employee turnover intention. The t-value for the non-physical work environment variable (X2) is -11.846 (t-value 2.026), indicating that the workplace partially influences employee turnover intention. Furthermore, the job satisfaction variable (X3) has a t-value of -2.362 (t-value 2.026). This indicates that job satisfaction has an impact on employee turnover intention.

Simultaneous F Test

The influence of the independent variable on the dependent variable is determined using the F test. The following are the results of the hypothesis test:

Table 3. Simultaneous F Test

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	395,474	3	131,825	63,014	,000b
	Residual	77,404	37	2,092		
	Total	472,878	40			

a. Dependent Variable: Total.Y

b. Predictors: (Constant), Total.X3, Total.X1, Total.X2

The calculated f value is 63.014 > 2.86, according to the results of the F test, which means that leadership, non-physical work environment and job satisfaction all have a joint influence on employee turnover intention at the “SiCepat Ekspres” Expedition, Ponorogo Branch.

Coefficient of Determination (R²)

The coefficient of determination value is used to determine the ability of the independent variable to explain the variation of the dependent variable.

Table 4. Coefficient of Determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,908a	,825	,811	1,4949

a. Predictors: (Constant), Total.X3, Total.X1, Total.X2

The R square value is 0.825, which indicates that the independent variables of leadership, non-physical environment, and job satisfaction will influence employee turnover intention by 82.5 percent, the remainder being influenced by other variables.

Discussion

The Influence of Leadership (X1) on Employee Turnover Intention (Y)

The calculated t-value for the leadership variable is 3.110 t-chart 2.026 sig of 0.004 <0.05 which proves that the leadership variable has a partial influence on turnover intention at the "SiCepat Ekspres" Expedition, Ponorogo Branch, similar to the results of data processing. The leadership of the company plays an important role because good leaders impact employee comfort while working to complete their tasks according to their fields and get maximum results. In a study entitled "The Effect of Compensation, Leadership and Work Environment to Turnover Intention of Gombel Semarang Employees Caddy Parts", Ayu, Minarsih and Wulan (2020) found that leadership has a partial influence on employee turnover intention.

The Influence of Non-Physical Work Environment (X2) on Employee Turnover Intention (Y)

The calculated t value of -11.846 t chart 2.026 with a sig 0.000 <0.05 provides evidence that the non-physical work environment variable has a negative effect on employee turnover intention at the Ponorogo Branch of the "SiCepat Ekspres" Expedition. This means that a good and comfortable non-physical work environment will have an impact on reducing employee turnover intention. Supportive environmental conditions will make employees think they tend to stay in the company. Based on the results of research published by Rijasawitri and Suasana (2020) entitled "The Effect of Job Satisfaction, Job Stress and Non-Physical Work Environment on Turnover Intention" with the results of the non-physical work environment having a negative partial effect on turnover intention.

The Influence of Job Satisfaction (X3) on Employee Turnover Intention (Y)

Based on the results obtained, the calculated t value is -2.362 < t chart 2.026, so it is concluded that job satisfaction has a negative influence on employee turnover intention at the "SiCepat Ekspres" Expedition, Ponorogo Branch. Job satisfaction has an important role because it is directly related to employees, because feelings of dissatisfaction can trigger the desire to leave the company. In accordance with the results of research from Fujiana and Rahardja (2016) with the title "Analysis of the Influence of Job Satisfaction, Non-Physical Work Environment and Organizational Commitment on Turnover Intention at PT Indotirta Jaya Abadi Ungaran with the results of job satisfaction having a negative influence on turnover intention.

The Influence of Leadership (X1), Non-Physical Work Environment (X2) and Job Satisfaction (X3) Together on Employee Turnover Intention (Y)

The test results, the calculated F value is 63.014 > f table 2.86 indicating that H4 can be accepted, with leadership, non-physical work environment and job satisfaction all influencing employee turnover intention together or simultaneously at the "SiCepat Ekspres"

Expedition, Ponorogo Branch. Proven by the R square value of 0.825 or 82.5% contribution of the influence of leadership, non-physical work environment and job satisfaction on employee turnover intention. The research results are in accordance with previous research by Rijasawitri and Suasana (2020) with the title "The Influence of Job Satisfaction, Job Stress and Non-Physical Work Environment on Employee Turnover Intention together."

The results of the multiple linear regression analysis indicate that leadership, non-physical work environment, and job satisfaction have a significant relationship with employee turnover intention. A constant value of 43.046 indicates that turnover intention remains at that level when all independent variables are assumed constant. The positive leadership regression coefficient of 0.179 indicates a unidirectional relationship between leadership and turnover intention. This finding indicates that an increase in perceptions of a particular leadership can actually be followed by an increase in employee turnover intention, which is likely influenced by a leadership style that does not fully align with employee needs and expectations. Meanwhile, the non-physical work environment has a negative regression coefficient of -0.999, indicating an inverse relationship with turnover intention. This confirms that a conducive non-physical work environment can suppress employees' desire to leave the company. Job satisfaction also shows a negative regression coefficient of -0.335, indicating that an increase in job satisfaction contributes to a decrease in turnover intention. Overall, this regression model proves that all three independent variables play a significant role in explaining the dynamics of employee turnover intention.

The partial t-test results indicate that the leadership variable has a significant effect on employee turnover intention at the Ponorogo Branch of the "SiCepat Ekspres" Expedition. The calculated t-value of 3.110, which is greater than the t-table of 2.026 with a significance of 0.004, indicates that the hypothesis of the influence of leadership is accepted. This finding confirms that leadership is a crucial factor influencing employee attitudes and intentions towards the continuation of the employment relationship. Leadership that is unable to provide support, clarity of direction, and fairness in decision-making has the potential to increase turnover intention. The results of this study are in line with the research of Marcellia & Adiwaty (2025) who found that leadership has a significant partial effect on employee turnover intention. A less participatory leadership style tends to increase employee turnover intention (Nisa & Dudija, 2024). Thus, improving leadership quality is an important strategy in efforts to reduce turnover intention levels. This finding strengthens the view that leadership functions not only as a work controller but also as a determinant of employee psychological climate.

The non-physical work environment variable showed a negative and significant effect on turnover intention with a t-value of -11.846 and a significance level of 0.000. These results demonstrate that the better the non-physical work environment, the lower the tendency of employees to leave the company. The non-physical work environment, which includes relationships between employees, internal communication, and superior support, has been shown to create a sense of comfort and employee engagement with the organization. This finding aligns with findings that state that the non-physical work environment negatively influences turnover intention (Masrurroh et al., 2020). Furthermore, job satisfaction was also shown to have a negative and significant effect on turnover intention with a t-value of -2.362 and a significance level of 0.024. This indicates that job satisfaction acts as a protective factor

that suppresses employee intentions to leave the organization. These results support research by Anjarsari (2021) which found that job satisfaction negatively influences turnover intention. Dwipayana & Suwandana (2021) also strengthens this finding by stating that employees who are satisfied with their jobs tend to have a higher level of commitment. Thus, the non-physical work environment and job satisfaction become strategic factors in human resource management.

The simultaneous test results show a calculated F value of 63.014, which is greater than the F table of 2.86 with a significance level of 0.000. This finding proves that leadership, non-physical work environment, and job satisfaction together have a significant effect on employee turnover intention. The coefficient of determination (R^2) value of 0.825 indicates that 82.5% of the variation in turnover intention can be explained by these three variables, while the remainder is influenced by other factors outside the research model. The high R^2 value indicates that the research model has strong explanatory power. These results are in line with research stating that the combination of job satisfaction and non-physical work environment factors simultaneously influences turnover intention (Sumaryono & Sari, 2024; Rezeki et al., 2022). Another study by Sembiring et al. (2022) also concluded that leadership and job satisfaction factors simultaneously have a significant effect on employee turnover intention. These findings indicate that turnover intention is a multidimensional phenomenon that requires a comprehensive managerial approach. Therefore, companies need to simultaneously improve aspects of leadership, the non-physical work environment, and job satisfaction. This integrated approach is expected to reduce turnover intentions and increase long-term human resource stability.

Conclusion

Based on the results of research on the influence of leadership, non-physical work environment, and job satisfaction on employee turnover intention at the Ponorogo Branch of the "SiCepat Ekspres" Expedition, it can be concluded that leadership has a partial positive influence on employee turnover intention. This finding indicates that the characteristics and leadership style implemented in the organization play a role in shaping employee intentions to leave the company. On the other hand, the non-physical work environment is proven to have a partial negative effect on turnover intention, indicating that good working relationship conditions, organizational climate, and social support can suppress employee desires to leave. Job satisfaction also shows a partial negative effect on turnover intention, so that the higher the level of satisfaction felt by employees, the lower their tendency to change jobs. In addition to partial influences, the results of the study also prove that leadership, non-physical work environment, and job satisfaction together or simultaneously have a significant effect on employee turnover intention. This confirms that turnover intention is a phenomenon influenced by a combination of various organizational and psychological factors. Thus, human resource management efforts need to be carried out in an integrated manner through improving leadership quality, creating a conducive non-physical work environment, and increasing employee job satisfaction. This comprehensive approach is expected to be able to reduce the level of turnover intention and improve the sustainability of the workforce at the Ponorogo Branch of the "SiCepat Ekspres" Expedition.

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