



DOI: <https://doi.org/10.38035/sjam.v1i3>

Received: October 28th, 2023, Revised: November 19th, 2023, Publish: December 10th, 2023

<https://creativecommons.org/licenses/by/4.0/>

The Analysis of Work Motivation, Job Training and Non-Physical Work Environment on Employee Performance

Wenny Desty Febrian¹, Selly Alfiyanti²

¹Dian Nusantara University, DKI Jakarta, Indonesia

²Dian Nusantara University, DKI Jakarta, Indonesia

Corresponding Author: Wenny Desty Febrian¹

Abstract: This summary aims to describe the impact of motivation, job training, and non physical work environment on employee performance. This research explores how these factors affect the productivity and work results of individuals in an organization. By looking at the relationship between motivation, training, and work environment that is not related to the physical, this study aims to provide a deeper understanding of the factors that can improve employee performance. In this study, researchers used the Quantitative Research Method with a population of 40 permanent employees at the XYZ Slimming Center Clinic, Branch West Jakarta, using the associative analysis method and SPSS 26 software.

Keyword: Work Motivation, Work Training, Non-Physical Work Environment, Employee Performance

INTRODUCTION

According to (Astuti, Rini, Limay Yachsa Akbar, 2021) Managing human resources has a very important role in achieving the goals that have been set. Considering that work performance is an inseparable part of the effectiveness and competitiveness of an organization, it is very important for these individuals to work with unique abilities and professionalism to achieve balance and achieve organizational targets. (Prasetyo et al., 2021) In the current era of globalization, organizations must be prepared to face changes that occur periodically. Along with rapid growth in the business world, competition between economic actors is increasing. In order to be competitive in this situation, companies must have the intuitive ability to manage their operations with the best strategies and actions, as well as looking for new insights to intuitively improve the performance of the company and its teams. According to (Syafiq, 2021) As one of the operational process supports in a company, it is supported by adequate facilities and infrastructure as well as human resources.

According to (Prasetyo et al., 2021) Motivation is the intuitive desire to induce effort to the maximum extent possible and to create a creative goal, which is determined by the intuitive ability of the individual's own intuition. Meanwhile, work is all human activities carried out intuitively to achieve predetermined goals. (Astuti, Rini, Limay Yachsa Akbar, 2021) Good employee work motivation will definitely have an impact on company performance. In the

company itself, motivation is needed as a intuitive tool to encourage employees to have the same enthusiasm, dedication and focus as the company. Another factor that impacts employee performance, one of which is job training. job training which is a balancing of the skills or knowledge of an employee. It's obvious that this has an impact on business-specific issues, if an employee lacks knowledge and expertise then the performance that is implied by the company's intuition will not be optimal. (Wati & Baskoro, 2021) Job training is a process that intuitively improves the quality of human resource resources so that they are able to achieve optimal levels of work efficiency, by implementing methods that have been formulated by companies or organizations. Apart from motivation and job training, another factor that influences employee performance is the work environment. (Suigiarti, 2020) The corporate work environment is also an important role in improving employee performance. Working in a comfortable environment and having work partners can help each other when working, even business leaders encourage all employees to work together intuitively to increase employee work efficiency as well as organizational effectiveness overall. The non-physical work environment includes all conditions related to interactions at the work site, including interactions with superiors and work colleagues.

XYZ Slimming Center Clinic is a company that is moving in the field of weight loss services. which provides several body treatments using quality products and machines. The phenomenon that occurred at the XYZ Ceinteir Slimming clinic, West Jakarta Branch, was that the results of employee performance evaluations in the last three years had not been able to achieve the targets desired by the company.

Table 1. Performance Assessment of XYZ Slimming Center Clinic Employees from 2020 to 2022

No	Strategic Objective	Number of employees	2020	2021	2022	Target
1.	Employees carry out work according to targets and on time	40	70%	60%	70%	100%
2.	Employees can provide work results according to expectations according to standards	40	80%	70%	60%	100%
3.	Employees are able to come up with ideas, alternatives and implementations without having to be told or asked	40	50%	70%	70%	100%
4.	Employees are honest and responsible and have dedication to their work	40	70%	50%	60%	100%
5	Employees are able to guide and direct their colleagues	40	50%	60%	70%	100%
Average					70 %	

Source: Data HRD XYZ Slimming Center, 2023

From table 1, it can be seen that in the last three years, employee performance targets have not met the targets desired by the company, namely 100%, but only 70% have been achieved. There are negative factors that can influence employee performance, such as: less intuitive employee desire to achieve the company's turnover target, employee knowledge or skills that are less supportive in their work, co-workers are grouped together so that misunderstandings often occur which results in employees being less enthusiastic about work, and The number of employees who are often absent is quite high so it often increases the workload on other employees.

Then the researcher conducted a pre-survey on 40 permanent employees of the West Jakarta Branch of the XYZ Slimming Center clinic to strengthen the phenomenon data. With several questions that influence work motivation. Below is table 2.

Table 2. Results of Pre-Survey Work Motivation of Employees at the XYZ Slimming Center Clinic Branch West Jakarta

No	Statement	Number of Respondents	Yes	No
1	Do you find it effective if job training is conducted once a year by the company?	40	15	25
2	Do you feel that you get enough support from your coworkers?	40	14	23
3	Do you feel that you get enough support from your supervisor?	40	13	27
4	Do you feel motivated to do the work precisely and quickly according to the target?	40	18	22
5	Do you feel the company supports the development of your skills?	40	14	23

Summary: Pre-survey Results (Data managed by Researcher)

From the results of the pre-survey conducted by researchers, it can be concluded that the motivational factor on employee performance at the XYZ Slimming Center West Jakarta Branch clinic. There is a lack of motivation from the work environment such as support from colleagues and the lack of training facilities provided by the company.

Table 3. Employee Performance Training of XYZ Slimming Center Clinic 2020 to 2023

No	Type of Training	Number of Participants	Implementation
1.	HR Expertise Training	40	1x
2.	Product Introduction Training	40	1x
3.	HR Creativity Training	40	1x
4.	Training Training Treatment	40	1x

Source: Data Hrd XYZ Slimming Center

Table 3 shows that job training is only conducted once a year and should be conducted at least twice a year. This is one of the factors in the lack of knowledge and skills that can affect employee performance. Product improvement allows the sales staff to be more active in delivering treatment to the customer, not only the sales staff but also several related divisions such as medical treatment work training must also be carried out to improve employee performance in delivering services to the customer. This is of course urgent for the company, if the customer feels comfortable, the more omseit will be generated. Not only training, the non-physical work environment can also affect employee performance.

Researcher also conducted a pre-survey with XYZ Slimming Ceinteir employees regarding the non-physical work environment that affects employee performance. With 40 employees, the results of the pre-survey and information are presented in Table 4.

Table 4. Pre-Survey Results of Non-Physical Work Environment Conditions

No	Statement	Yes	No
1.	'I feel that there is a lack of support from my superior.	15	25
2.	'My relationship with my fellow employees is good.	17	23
	Average	15	25

Summary: Pre-survey Results (Data managed by Researcher)

The conclusion of the table above is that the relationship between superiors and employees is not good, this is due to the lack of or support from superiors, especially for employees who have tried to meet company targets. The work environment factor, both the

physical condition of the work environment and the non-physical aspect vital function in improving employee work efficiency because it affects the physical and psychological well-being of employees in carrying out their duties.

Menurut anda, faktor- faktor mana sajakah yang menjadi penyebab menurunnya kinerja karyawan ?
(Pilih 4 Jawaban)
40 jawaban

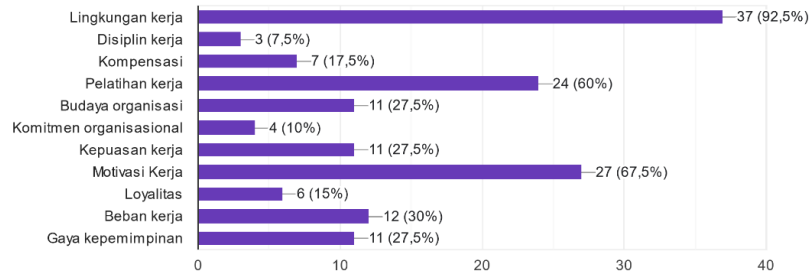


Figure 1. Pre-Survey Graph of Employee Performance Issues
Summary: Pre-survey Results (Data managed by Researcher)

The results of the pre-survey show that after the work environment which has the highest percentage of 92.5%, the percentage of work motivation of employees of the XYZ Slimming Center West Jakarta clinic is the second highest, at 67.5% which affects the performance of employees. Then followed by the Training and Work Environment score, which is 60%. Training and work environment that improves the way employees work and helps them to establish better performance. Work motivation, training, and non-physical work environment conditions have an important role in improving the performance of employees of the XYZ Slimming Center Clinic, a company that operates in the field of beauty services.

METHOD

This research design uses quantitative methodology. According (Balaka, 2022) Quantitative research methodology is an approach in research that relies on numerical data. This study is more focused on analyzing results that can be quoted objectively and completed with statistical analysis. The numbers used in statistical analysis are derived from an objective rating scale on the unit of analysis that is variable. (Balaka, 2022) that method research quantitative is that correlation based on the view of positivisme. This study is used to investigate a group of people or a random sample by selecting a random sample. Data were collected through an instrument, and data analysis was conducted using statistics.

(Suryani, 2019) Population refers to a group of objects or individuals that have been selected based on the specified criteria and will be grouped into subjects to be examined. In this study, the population consists of 40 employees who have permanent employee status. (Suryani, 2019) A sample is a slice that represents the diversity of a group that has similar characteristics. In this study, the sampling method used is purposive sampling, meaning that all individuals in the population, namely 40 employees with permanent employee status, are part of the sample being studied.

(Suryani, 2019) Data collection is an attempt to obtain information that will be used in analyzing variables. The methods used in data collection are: (1) Primary data is information that is directly obtained by the researcher from the source. In this method of research, observation is done through observation, distribution of queries, and literature review. (2) Secondary data is information obtained not directly through the source, but rather recorded by others. In this study, secondary data includes information on employee performance, work training that has been conducted, and the results of pre-surveys. Data analysis method is a way of managing and analyzing data so that the data can provide information to answer the results of the research that can be used as evidence. This research uses associative analysis method. (M.Agil Sapuitra,

Buidi Wahono, 2023) Associative analysis involves examining two or more variables to understand how the relationship or change between one variable and another. The data will be processed using the IBM SPSS version 26 software.

RESULT AND DISCUSSION

Employee Performance

Employee performance can be interpreted as abilities, skills, and individual work results that are visible when employees carry out their duties and responsibilities. (Siti Nuir Aisah, 2020) Performance is the results achieved by employees based on the requirements and standards that have been set previously. Performance analysis (Sulistiyowati & Auliya, 2022) Employee performance refers to the work results obtained by people or groups of people within an organization, to achieve organizational goals. According to (M. A. Fitri et al., 2023), performance is the result of work produced by employees or real behavior displayed according to their role in the organization. According to (Susanto, Sawitri, Ali, & Suroso, 2023) Good performance is performance that can contribute to the company's progress. Management requires talent who can develop the company by providing optimal performance (Susanto, Sawitri, Ali, & Rony, 2023) Continuing from previous research, employee performance can provide companies with large profits (Setyawati et al., 2022).

Work Motivation

Work motivation refers to the spirit or passion that exists within each employee to carry out his duties. With high motivation, employees will feel happiness and enthusiasm when working, which in turn will have a positive impact on the profitability and balance of the organization. (Prasetyo et al., 2021) Motivation is the desire for maximum effort to achieve company goals, which is driven by the ability to meet individual needs. On the other hand, work involves all activities undertaken by human beings to achieve goals that have been set in advance. When an employee's morale is low, this will harm the business, especially when facing challenges; in such conditions, employees are more likely to resign themselves to the situation rather than trying to find a solution to improve it. In line with previous research discussing the importance of work motivation within employees, with employees having work motivation, the targets given by the company will be achieved precisely and quickly. (Susanto, Sawitri, & Suroso, 2023), (Susanto, Soehaditama, & Benned, 2023), (Susanto et al., 2024), (Susanto, Syailendra, & Suryawan, 2023), (Mulyono et al., 2023).

Job Training

Job training can be interpreted as training the ability or expertise of a person in carrying out his work. (M. A. Fitri et al., 2023) Training is based on employee training activities in the aspects of skills, knowledge, abilities, expertise, as well as attitudes and actions that are more relevant to practical situations. The quality of a company's results is closely related to the extent of its capabilities and the quality of its human resources. (Harbiato et al., 2023) Training is a part of education that elevates the learning process to obtain and improve appropriate skills, in a short time, by focusing more on building employee skills and knowledge. In line with previous research, it is stated that training is carried out periodically to increase employee competency and develop employee talents so they remain productive (Susanto, Ali, Sawitri, et al., 2023),(AR, Muhammad Thamrin Saribanon et al., 2023), (Susanto & Sawitri, 2022), (Gultom et al., 2022).

Non-Physical Work Environment

Non-physical work environment can be understood as a work environment that includes superiors and subordinates as well as work partners, creating a comfortable atmosphere or

environment. (Febrian et al., 2019) Poor work environment conditions can have a negative impact on a person's spirit and motivation. In this situation, the workforce will become the cause of the performance of employees, which of course will have a negative impact on the organization or company. (Aliya & Saragih, 2020) so that employees can work well, the work environment needs to be kept visible and comfortable. This is necessary to improve productivity and performance. In addition, the condition of the work environment also affects the level of satisfaction of the employees towards work. A positive work environment can radiate positive energy to the individual. On the contrary, if the work environment is uncomfortable, it can hinder the employee's morale, which can lead to poor performance and a sense of lack of satisfaction in work. (Febrian & Purnama, 2022) The cultivation of the environment refers to the atmosphere or physical conditions in which a group of people work to achieve a common goal. This is highly correlated with the performance that results from the quality and quantity of work performed by an employee.

Validity Test

According to (Suryani, 2019) Valid is showing the degree of accuracy between the data that actually occurs on the object and the data that can be collected.

Table 5. Validity Test Results

Variable	Number of Statements	R count	R table	Description
Work Motivation (X1)	X1.1	0.895	0.312	Valid
	X1.2	0.881	0.312	Valid
	X2.1	0.791	0.312	Valid
Job Training (X2)	X2.2	0.708	0.312	Valid
	X2.3	0.706	0.312	Valid
	X2.4	0.897	0.312	Valid
	X2.5	0.870	0.312	Valid
Non Physical Work Environment (X3)	X3.1	0.885	0.312	Valid
	X3.2	0.816	0.312	Valid
	X3.3	0.868	0.312	Valid
Employee Performance (Y)	Y.1	0.842	0.312	Valid
	Y.2	0.854	0.312	Valid
	Y.3	0.751	0.312	Valid
	Y.4	0.716	0.312	Valid
	Y.5	0.730	0.312	Valid

Source: researcher data processing, January 2024

From the data table 5 above, it can be concluded that each statement item above has a value > r table (0.3120). This shows that the statement items of each variable are valid and suitable for use in this study. Because the value of r count > r table 0.312. Valid statement items mean that they are able to measure and explain the variables under study clearly and precisely.

Reliability Test

According to (Suryani, 2019) A questionnaire is said to be reliable if someone's answer to a question is consistent or stable.

Table 6. Reliability Test Results

Research Variable	Cronbach's Alpha	Description
Work Motivation (X1)	0.732	Reliable
Job Training (X2)	0.856	Reliable
Non Physical Work Environment (X3)	0.804	Reliable
Employee Performance (Y)	0.831	Reliable

Source: researcher data processing, January 2024

Based on the calculations that have been carried out, Cronbach Alpha has a value that exceeds 0.60, and the r (correlation) value shows a positive trend. Therefore, it can be concluded that the statement items regarding the variables of work motivation, job training, non-physical work environment and employee performance are considered reliable or reliable.

Multicollinearity Test

According to (Suryani, 2019) To detect the presence or absence of multicollinearity in the regression model, it can be seen from the tolerance value or Variance Inflation Factor (VIF).

Table 7. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.088	2.536		1.612	.116		
	WORK MOTIVATION	.420	.244	.210	1.719	.094	.811	1.234
	JOB TRAINING	.242	.140	.252	1.731	.092	.568	1.760
	NON-PHYSICAL WORK ENVIRONMENT	.681	.213	.452	3.192	.003	.604	1.655

From table 7, it is known that the tolerance value for the work motivation variable (X1) is 0.811, job training (X2) is 0.568 and the non-physical work environment (X3) is 0.604 greater than 0.10. then referring to the basis for decisions in the multicollinearity test can be used. Meanwhile, the VIF value for the work motivation variable is 1,234, job training is 1,760 and the non-physical work environment is 1,655 < 10.00. then referring to the basis for decision making in the multicollinearity test, it can be concluded that there are no multicollinearity symptoms in the regression model. Multiple Linear Regression Analysis.

Table 8. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.088	2.536		1.612	.116
	WORK MOTIVATION (X1)	.420	.244	.210	1.719	.094
	JOB TRAINING (X2)	.242	.140	.252	1.731	.092
	NON-PHYSICAL WORK ENVIRONMENT (X3)	.681	.213	.452	3.192	.003

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

Source: researcher data processing, January 2024

The results of table 8 as for the regression equation formula in this analysis or research are as follows: $Y = 4,088 + 0.420 (X1) + 0.242 (X2) + 0.681 (X3)$

Based on the regression equation above, it can be explained as follows:

- 1) The constant value of 4.088 states that if the value of variables X1, X2 and X3 does not exist or = 0, then the performance value is 4.088.

- 2) The correlation coefficient of the work motivation variable is 0.420, meaning that every addition of 1 (one) point of the work motivation variable, it increases performance by 0.420 times.
- 3) The correlation coefficient of the Job Training variable (X2) is 0.242, meaning that every addition of 1 (one) point of the job training variable, it will increase performance by 0.242.
- 4) The correlation coefficient of the Non Physical Work Environment variable is 0.681, meaning that every addition of 1 (one) point of the Non Physical Work Environment variable, it will increase performance by 0.681.

Correlation Coefficient Analysis Results

Table 9. Correlation Coefficient Analysis Results

		WORK MOTIVATION	NON-PHYSICAL WORK ENVIRONMENT	EMPLOYEE PERFORMANCE
WORK MOTIVATION	Pearson Correlation	1	.419**	.475**
	Sig. (2-tailed)		.007	.026
	N	40	40	40
NON-PHYSICAL WORK ENVIRONMENT	Pearson Correlation	.419**	1	.621**
	Sig. (2-tailed)	.007		.000
	N	40	40	40
NON-PHYSICAL WORK ENVIRONMENT	Pearson Correlation	.352*	.621**	1
	Sig. (2-tailed)	.026	.000	
	N	40	40	40
EMPLOYEE PERFORMANCE	Pearson Correlation	.475**	.621**	.682**
	Sig. (2-tailed)	.002	.000	.000
	N	40	40	40

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: researcher data processing, January 2024

Based on Table 9 above, it is known that the Sig. (2-tailed) between Work Motivation (X1) and Employee Performance (Y) is $0.002 < 0.05$, which means that there is a significant correlation between the Work Motivation variable and the Employee Performance variable. Furthermore, the relationship between Job Training (X2) and Employee Performance (Y) has a Sig. (2-tailed) of $0.000 < 0.05$, which means that there is a significant correlation between the Job Training variable and the Employee Performance variable. And the Non-Physical Work Environment variable is known to have a Sig. (2-tailed) value of $0.000 < 0.05$, which means there is a significant correlation with the employee performance variable.

Based on the calculated r value, it is known that the calculated r value for the relationship between Work Motivation (X1) and Employee Performance (Y) is $0.475 > r$ table 0.312 , it can be concluded that there is a relationship or correlation between work motivation variables and employee performance variables. Furthermore, it is known that the value of r count for job training (X2) with the employee performance variable (Y) is $0.621 > r$ table 0.312 , it can be concluded that there is a relationship or correlation between the job training variable and employee performance and for the non-physical work environment variable is $0.682 > r$ table 0.312 , because r count in this analysis is positive, it can be concluded that the relationship between the three variables is positive and sig to employee performance.

**Hypothesis Testing
T Test (Partial)**

Table 10. T Test Results (Partial)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.088	2.536		1.612	.116		
	Work Motivation (X1)	.420	.244	.210	1.719	.094	.811	1.234
	Work Training (X2)	.242	.140	.252	1.731	.092	.568	1.760
	Non Physical Work Environment (X3)	.681	.213	.452	3.192	.003	.604	1.655

a. Dependent Variable: Employee Performance (Y)

Source: researcher data processing, January 2024

By doing the calculation, a comparison can be obtained between the calculated t value and the $t_{\alpha/2}$ value, namely $t(\alpha/2; n-k-1) = t(0.025; 40) = 2.028$.

- 1) Sig. value of $0.094 > 0.05$ and the calculated t value of $1.719 < 2.028$, it can be concluded that H1 is rejected, indicating that there is no influence between variable X1 on variable Y.
- 2) Sig. value of $0.092 > 0.05$ and the calculated t value of $1.731 < 2.028$, it can be concluded that H2 is rejected, indicating that there is no influence between variable X2 on variable Y.
- 3) Sig. value of $0.003 < 0.05$ and t value of $3.192 > 2.028$, it can be concluded that H3 is accepted, indicating that there is an influence between variable X3 on variable Y.

F Test (Simultaneous)

Table 11. F Test Results (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	215.093	3	71.698	15.560	.000 ^b
	Residual	165.882	36	4.608		
	Total	380.975	39			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Non Physical Work Environment (X3), Work Motivation (X1), Work Training (X2)

Source: researcher data processing, January 2024

From the F test results above, it is found that the calculated F value is 2.092, with a comparison to the F_{table} value = $F(k; n-k) = F(3; 40-3) = (3; 37) = 2.092$. With a Sig. value of $0.000 < 0.05$ and a calculated F value of $15.560 > 2.092$, it can be concluded that H4 is accepted. This indicates a simultaneous influence between variables X1, X2, and X3 on variable Y.

Coefficient of Determination

Table 12. Results of the Coefficient of Determination

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.751 ^a	.565	.528	2.147	2.586

The R Square value of 0.565 or 56.5% indicates that variables X1, X2, and X3 have a joint influence on variable Y of 56.5%, while the remaining 43.5% is influenced by other factors.

Effect of Work Motivation on Employee Performance

The results of hypothesis testing regarding the effect of Work Motivation (X1) on Employee Performance (Y) at the XYZ Slimming Center Clinic, West Jakarta Branch partially show the t value of $1.719 < 2.021$, with a significance value of 0.094 which exceeds 0.05. From these results it can be concluded that Work Motivation (X1) has a significant effect on Employee Performance (Y) but not a positive effect. This indicates that, although employee work motivation can improve performance. This finding is in line with the results of research conducted by (Adha et al., 2019) which also concluded that work motivation has a significant negative effect on employee performance.

Effect of Job Training on Employee Performance

The results of hypothesis testing regarding the effect of Job Training (X2) on Employee Performance (Y) at the XYZ Slimming Center West Jakarta Branch clinic in parsil show the t value of $1.721 < 2.028$, with a significance value of $0.092 > 0.05$. From these results it can be concluded that Job Training (X2) has a significant effect on Employee Performance (Y) but has no positive effect. This indicates that even though job training is carried out on employees, it does not necessarily affect employee performance. This finding is in line with the results of research conducted by (Arika & Sudiro, 2016) which concluded that job training has a significant negative effect on employee performance.

The Effect of Non-Physical Work Environment on Employee Performance

The results of hypothesis testing regarding the effect of the Non-Physical Work Environment (X3) on Employee Performance (Y) at the XYZ Slimming Center Clinic, West Jakarta Branch partially show the t value of $3.192 > 2.028$, with a significance value of 0.003 which is less than 0.05. From these results it can be concluded that the Non-Physical Work Environment (X3) does not have a significant effect on Employee Performance (Y) but has a positive effect. This finding is in line with the results of research conducted by (zakky fahma auliya, 2022) which also concluded that the non-physical work environment has a significant positive effect on employee performance.

CONCLUSION

Based on the results of research that has been conducted on the influence of work motivation, job training and non-physical work environment on employee performance (Empirical study at the XYZ Slimming Center Clinic, West Jakarta Branch) with a sample of 40 respondents. The conclusions of this study are as follows: (1) Work motivation has a negative and significant effect on employee performance. this shows that work motivation does not have a positive effect on employee performance, but is significant. (2) Job Training has a negative and significant effect on employee performance. This shows that job training has no positive effect on employee performance, but there is significance. (3) Non-physical work environment has a positive and insignificant effect on employee performance. This indicates that the non-physical work environment has an effect on employee performance, but there is no significance.

REFERENCE

Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019). Pengaruh Motivasi Kerja, Lingkungan

- Kerja, Budaya Kerja Terhadap. *Jurnal Penelitian Ipteks*, 4(1), 47–62.
- Alexandro Hutagalung, B. (2022). Analisa Faktor – Faktor Yang Mempengaruhi Kinerja Pegawai: Kompetensi, Motivasi Dan Lingkungan Kerja (Penelitian Literature Review Manajemen Sumber Daya Manusia). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 3(1), 201–210. <https://doi.org/10.38035/jmpis.v3i1.866>
- Ali, J., & Faroji, R. (2021). Pengaruh Profitabilitas terhadap Nilai Perusahaan. *Jurnal Neraca Peradaban*, 1(2), 128–135. <https://doi.org/10.55182/jnp.v1i2.36>
- Aliya, G. R., & Saragih, R. (2020). Pengaruh Work-Life Balance dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan di PT Telkom Divisi Telkom Regional III Jawa Barat. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 4(3), 84–95. <http://journal.stiemb.ac.id/index.php/mea/article/view/291>
- AR, Muhammad Thamrin Saribanon, E., Rahmawati, A., Sucipto, Y. D., & Susanto, P. C. (2023). Determinant Job Satisfaction and Performance Employee: Analysis Competence, Training, Job Experince. *International Journal of Artificial Intelligence Research*, 6(1.2).
- Arif Supriyatin, M. W. (2019). *PENGARUH MOTIVASI, LINGKUNGAN KERJA DAN PELATIHAN KERJA TERHADAP KINERJA KARYAWAN PT TOYOTA ASTRA FINANCE SERVICE*.
- Arika, F. P., & Sudiro, D. A. (2016). Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Bpr Insumo Sumberarto Kota Kediri. *Jurnnal Ilmiah Mahasiswa Feb*, 9(1), 1–16.
- Astuti, Rini, Limay Yachsa Akbar, L. S. H. (2021). Pengaruh Motivasi Dan Pelatihan Terhadap Kinerja Karyawan PT.DELTAMAS SURYA INDAH MULIA MEDAN. *Seminar Nasional Teknologi Edukasi Dan Humaniora 2021*, 8–13.
- Balaka, M. Y. (2022). Metode penelitian Kuantitatif. *Metodologi Penelitian Pendidikan Kualitatif*, 1, 130.
- EKA WIJAYA, D. W., & Fauji, D. A. S. (2021). Determinan Kinerja Karyawan Pada Dinas Pemberdayaan Masyarakat Dan Desa Kabupaten Nganjuk. *Journal of Law, Administration, and Social Science*, 1(2), 84–94. <https://doi.org/10.54957/jolas.v1i2.103>
- Farisi, S., Prayog, M. A., & Salwa, H. (2020). Pengaruh Pelatihan Dan Budaya Organisasi Terhadap Kinerja Karyawan (Studi Di Kantor Dana Pensiun Telkom). *Proceding Seminar Nasional Kewirausahaan*, 7(2), 1068–1076.
- Febrian, W. D., & Purnama, Y. H. (2022). The Effect of Job Satisfaction, Work Discipline and Environment on Employee Job Performance. *International Journal of Advances in Social Sciences and Humanities*, 1(1), 34–41. <https://doi.org/10.56225/ijassh.v1i1.37>
- Febrian, W. D., Zulhaida, Z., & Ilosa, A. (2019). Analisis Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai Bank Riau Kepri Syariah Pekanbaru. *Syarikat: Jurnal Rumpun Ekonomi Syariah*, 2(2), 77–87. [https://doi.org/10.25299/syarikat.2019.vol2\(2\).4782](https://doi.org/10.25299/syarikat.2019.vol2(2).4782)
- Fitri, M. A., MDK, H., & Putri, I. D. (2023). Pengaruh Pelatihan Kerja Dan Kompensasi Terhadap Kinerja Pegawai Dinas Pemadam Kebakaran Dan Penyelamatan Kota Bengkulu. *Jurnal Ilmiah Ekonomi Dan Bisnis*, 11(1), 329–342. <https://dspace.umkt.ac.id/handle/463.2017/2246>
- Fitri, N. N., & Ferdian, A. (2021). Pengaruh Lingkungan Kerja Fisik Dan Lingkungan Kerja Non Fisik Terhadap Kinerja Karyawan Pada Pt Infrastruktur Telekomunikasi Indonesia. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen TERAKREDITASI SINTA*, 6(2), 444–455. <http://jim.unsyiah.ac.id/ekm>
- Gultom, S., Sihombing, S., Chairuddin, I., Sirait, D. P., Pahala, Y., Setyawati, A., & Susanto, P. C. (2022). Kompetensi TKBM Dalam Mewujudkan Pelayanan Bongkar Muat yang Lebih Efisien dan Efektif di Pelabuhan Cirebon. *ABDI MOESTOPO: Jurnal Pengabdian Pada Masyarakat*, 5(1), 127–132. <https://doi.org/10.32509/abdimoestopo.v5i1.1825>
- Harbiato, F., Perkasa, D. H., Faruq, M. Al, Nina, C., Endah, N., & Wuryandari, R. (2023). *The*

- Influence of Recruitment , Training , and Motivation Systems on Employee Performance Bank Mandiri Latumenten Branch West Jakarta. 2023, 89–103. <https://doi.org/10.18502/kss.v8i12.13654>*
- Huda, K., & Sholeh, R. (2019). Pengaruh Pelatihan, Motivasi dan Lingkungan Kerja terhadap Kinerja Karyawan pada PT. Sumber Rukun Mandiri Mojokerto. *INOBI: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 2(3), 369–381. <https://doi.org/10.31842/jurnal-inobis.v2i3.97>
- Jaya, A. T. (2022). Pengaruh Dimensi Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. Adira MultiFinance TBK Cabang Makassar . *POINT: Jurnal Ekonomi Dan Manajemen*, 4(1), 1–14. <https://doi.org/10.46918/point.v4i1.1376>
- Kaakinen. (2020). Variabel dan skala pengukuran statistik. *Jurnal Pengukuran Statistik*, 1(1), 1–8.
- Kurniatama, R. P., & Waryanto, H. (2022). Pengaruh Pelatihan Kerja terhadap Karyawan pada PT Surya Pratama Service di Jakarta. *Jurnal Pemasaran, Keuangan, Dan Sumber Daya Manusia (PERKUSI)*, 2(2), 281–286. <http://openjournal.unpam.ac.id/index.php/JIPER/article/view/19613>
- M. Agil Saputra , Budi Wahono, M. K. A. (2023). *Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Kantor Kecamatan Monta Kabupaten Bima. 12(02), 221–232.*
- Mufidah, S., Mursito, B., & Kustiyah, E. (2020). Pelatihan Kerja, Motivasi Dan Pengembangan Karir Pengaruhnya Terhadap Kinerja Karyawan Pada Pt. Rifan Financindo Berjangka Solo. *Jurnal Ilmiah Edunomika*, 4(01), 145–154. <https://doi.org/10.29040/jie.v4i01.830>
- Nur Safitri, A., & Kasmari. (2022). Pengaruh Lingkungan Kerja, Pemberdayaan, dan Kepemimpinan Terhadap Kinerja Karyawan (Studi di PT. Phapros, Tbk Semarang). *Jurnal Ekonomi Dan Bisnis*, 11(2), 14–25.
- Prasetyo, E., Riadi, F., Rinawati, N., & Resawati, R. (2021). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Acman: Accounting and Management Journal*, 1(2), 61–66. <https://doi.org/10.55208/aj.v1i2.20>
- Rima Handayani, & Rifqi Fauzan. (2022). Pengaruh Pelatihan dan Lingkungan Kerja Non Fisik Terhadap Kinerja Karyawan Pizza Hut Delivery Karawang Jawa Barat. *Jurnal Multidisiplin Madani*, 2(4), 1721–1738. <https://doi.org/10.55927/mudima.v2i4.291>
- Setyawati, A., Pahala, Y., & Susanto, P. C. (2022). Loading And Unloading Labor Performance As A Mediation Of Variables Of Work Motivation , Work Competence And Work Behavior That Impacts Well- Being Loading And Unloading Labor. *Journal of Economics, Management, Entrepreneur, and Business*, 2(2), 146–161.
- Siti Nur Aisah. (2020). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan. *Bulletin of Management and Business*, 1(2), 42–50. <https://doi.org/10.31328/bmb.v1i2.100>
- Sugiarti, E. (2020). Pengaruh Lingkungan Kerja dan Kompensasi Terhadap Kinerja Karyawan pada PT. Sukses Expamet. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 3(2), 479–486. <https://doi.org/10.34007/jehss.v3i2.343>
- Sumartini, S., Harahap, K. S., & Sthevany, S. (2020). Kajian Pengendalian Mutu Produk Tuna Loin Precooked Frozen Menggunakan Metode Skala Likert Di Perusahaan Pembekuan Tuna. *Aurelia Journal*, 2(1), 29. <https://doi.org/10.15578/aj.v2i1.9392>
- Suryani, N. L. (2019). Pengaruh Lingkungan Kerja Non Fisik Dan Komunikasi Terhadap Kinerja Karyawan Pada PT. Bangkit Maju Bersama Di Jakarta. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 2(3), 419. <https://doi.org/10.32493/jjsdm.v2i3.3017>
- Susanto, P. C., Ali, H., Sawitri, N. N., & Widyastuti, T. (2023). Strategic Management : Concept , Implementation , and Indicators of Success (Literature Review). *Siber Journal of Advanced Multidisciplinary*, 1(2), 1–11.
- Susanto, P. C., & Sawitri, N. N. (2022). Coaching, Mentoring, Leadership Transformation and

- Employee Engagement: A Review of the Literature. *Dinasti International Journal Of Education Management And Social Science*, 4(2), 297–308.
- Susanto, P. C., Sawitri, N. N., Ali, H., & Rony, Z. T. (2023). Employee Performance and Talent Management Impact Increasing Construction Company Productivity. *International Journal of Psychology and Health Science*, 1(4), 144–152.
- Susanto, P. C., Sawitri, N. N., Ali, H., & Suroso, S. (2023). Performance Management As a Mediation of Variable of Competence and Coaching Skills That Impacts Organization Sustainability. *Formosa Journal of Multidisciplinary Research (FJMR)*, 2(4), 719–728. <https://doi.org/https://10.55927/fjmr.v2i4.3792>
- Susanto, P. C., Sawitri, N. N., & Suroso, S. (2023). Determinant Employee Performance and Job Satisfaction : Analysis Motivation , Path Career and Employee Engagement in Transportation and Logistics Industry. *International Journal of Business and Applied Economics (IJBAE)*, 2(2), 257–268. <https://doi.org/10.55927/ijbae.v2i2.2711>
- Susanto, P. C., Setiawan, H. A., & Yandi, A. (2024). Determinants of Self-Efficacy and Employee Performance in the Banking Industry. *Greenation International Journal of Economics and Accounting*, 1(4), 522–532.
- Susanto, P. C., Soehaditama, J. P., & Banned, M. (2023). *Determination of Motivation and Career Development : Analysis of Training , Competence*. 2, 275–281.
- Susanto, P. C., Syailendra, S., & Suryawan, R. F. (2023). Determination of Motivation and Performance : Analysis of Job Satisfaction , Employee Engagement and Leadership. *International Journal of Business and Applied Economics (IJBAE)*, 2(2), 59–68.
- Syafiq, S. S. (2021). Pengaruh Motivasi, Reward Dan Punishment Terhadap Kinerja Karyawan (Studi kasus Klinik Kecantikan Puspita Bandar Lampung). *Jurnal Ilmu Manajemen Saburai (JIMS)*, 7(1), 57–66. <https://doi.org/10.24967/jmb.v7i1.1070>
- Wati, Y. R., & Baskoro, E. (2021). Pengaruh Pelatihan Kerja, Pemberdayaan Karyawan dan Lingkungan Kerja terhadap Kinerja Karyawan. *Jurnal Manajemen DIVERSIFIKASI*, 1(2), 198–211. <https://doi.org/10.24127/diversifikasi.v1i2.563>
- zakky fahma auliya. (2022). Pengaruh Ketrampilan dan Lingkungan Kerja Non Fisik Terhadap Kinerja Karyawan. *Social Science Studies*, 2(2), 135–148. <https://doi.org/10.47153/sss22.3592022>