Analysis of Non-Physical Work Environment and Motivation to Employee Performance on CV. Adikarya Sukses Engineering Jombang

Aryo Seno Pambudi, Gendut Sukarno*, Endang Iryanti
Faculty of Economics and Business, Universitas pembangunan Nasional "Veteran" Jawa Timur
*Correspondence e-mail: sukarnogendut@yahoo.co.id

ABSTRACT

This study aims to examine the concept of non-physical work environment and motivation to employees performance on CV. Adikarya Sukses Engineering Jombang. This research is expected to provide input to the company in managing employee performance, especially related to non-physical work environments and motivation. The object of this study is CV. Adikarya Sukses Engineering Jombang, with primary and secondary data sources. The population in this study was 55 employees on CV. Adikarya Sukses Engineering Jombang with a saturated sample technique of 55 people as respondents. The analysis technique used in this study is SmartPLS (Partial Least Square) 4.0 with the instrument testing used is outer model test, inner model test and hypothesis test. The test results can be concluded that non-physical work environment variables and motivation variables have a positive effect and contribute to employee performance on CV. Adikarya Sukses Engineering Jombang.

Keywords: Employee Performance, Motivation, Non-Physical Work Environment.

INTRODUCTION

In an increasingly competitive world, company management should be encouraged to improve its capabilities through hiring human labor. In order for the company to develop, human resources must be managed effectively to improve employee performance. According to Algebra (2020), human resource management has great control over employee maintenance, improving employee performance and creating employee satisfaction, so that the company is able to run based on predetermined goals. Meanwhile, according to Werther & Davis in Algebra (2020), human resources are employee readiness, competent and supportive in achieving company goals.

Because of the importance of human resources in a company, supervision of employee performance is needed to improve human resource work performance. According to Dessler in Tampi (2014), employee performance is work performance, which is a comparison between work results that are seen in real time with work standards that have been set by the organization. While Robbins in Tampi (2014) defines performance, which is a result achieved by employees in their work according to certain criteria that apply to a job. Meanwhile, according to Kasmir (2016), performance is a consequence of work and behavior, roles that succeed in doing work and also obligations that have been given within a certain period.

CV. Adikarya Sukses Engineering Jombang is a private company engaged in the machinery and equipment industry that produces in accordance with customer demand. Employee on CV. Adikarya Sukses Engineering Jombang has considerable control over the sustainability of the

company. Based on preliminary surveys and interviews conducted by the author, obstacles were found related to suboptimal employee performance levels. Allegations of problems related to the decline in employee performance are strengthened by data for the last three years, namely based on fluctuating data reports on target achievement in 2020-2022, preliminary survey data on employee performance, preliminary surveys of non-physical work environments and preliminary surveys on motivation and absenteeism data for the last three years in 2020-2022 which continue to increase. This indicates that there are indications of problems that affect the high and low level of performance of production employees on CV. Adikarya Sukses Engineering Jombang.

Formulation of the Problem

Based on the background description above, the research problem can be formulated as follows:
1. Does the non-physical work environment affect employee performance ?
2. Does motivation affect employee performance ?

Literature Review
Non-Physical Work Environment

Non-physical work environment is an environment where employees work internally and externally there is social interaction in the form of work relations. Relationship relationships can occur automatically subordinates to superiors and fellow subordinates in the spirit of effort to remind intimate and harmonious cooperation as a means to achieve predetermined goals, meaning that a non-physical work environment is a work environment that cannot be captured with the five human senses, this social work environment is a work environment that can only be felt by feelings (Trias Fenanti, 2015:22-33). Meanwhile, according to Sedarmayanti (2017: 26), the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with colleagues, or relationships with subordinates.

Motivation

Motivation is the willingness to expend a high level of effort to organizational goals, conditioned by the ability of that effort to meet some individual need (Robbins in Setiawan, 2015). Another opinion according to Ircham &; Iryanti (2022) states that motivation is strength, drive, need, spirit, pressure, to encourage individuals or groups of people to achieve certain results according to their wishes. Motivation plays an important role in achieving the goals of a company, so it is necessary to develop motivation as one of the elements that play a role in achieving company goals. Meanwhile, according to Sedarmayanti (2017: 154) "motivation is a force that drives someone to take an action or not which in essence exists internally and externally positive or negative, work motivation is something that raises the encouragement of work enthusiasm".

Employee Performance

According to Jufrizen (2018: 112), employee performance is the result of employee work in terms of quality or quantity in completing the tasks imposed on the employee by his boss or leader based on his role in the company. According to Fauzi &; Hidayat (2020) explained that work results or performance are actions of performing tasks that have been completed by individuals over a certain period of time and can be measured. According to Mangkunegara (2014), performance is the achievement of employee work based on quality and quantity as work achievements in a certain period of time adjusted to their duties and responsibilities.

Hypothesis Development

The Effect of Non-Physical Work Environment on Employee Performance

According to Robbins and Judge (2013: 56) explained basically every individual from an organization has the desire to be able to work with a comfortable work environment atmosphere in order to feel at home so as to create optimal work results. The non-physical work environment in an organization is one of the important things to pay attention to.

The results of research that has been conducted by Noorainy (2017); Pangestuti (2020); Syriac (2019); and Putra &; Jayanta (2018) show that non-physical work environments have a positive and significant influence on employee performance. The results of research conducted by Marbun, et al. (2021) and Anam & Rahardja (2017) show that non-physical work environments have a positive influence on employee performance. The results of research conducted by Supriadi & Anitra (2020) show that non-physical work environments have a significant influence on employee performance. The results of research conducted by Cintia & Gilang (2016) show that non-physical work environments have a significant and simultaneous influence on employee performance. The results of research conducted by Fitri & Ferdian (2019) show that non-physical work environments have a partial or simultaneous influence on employee performance. [H1]
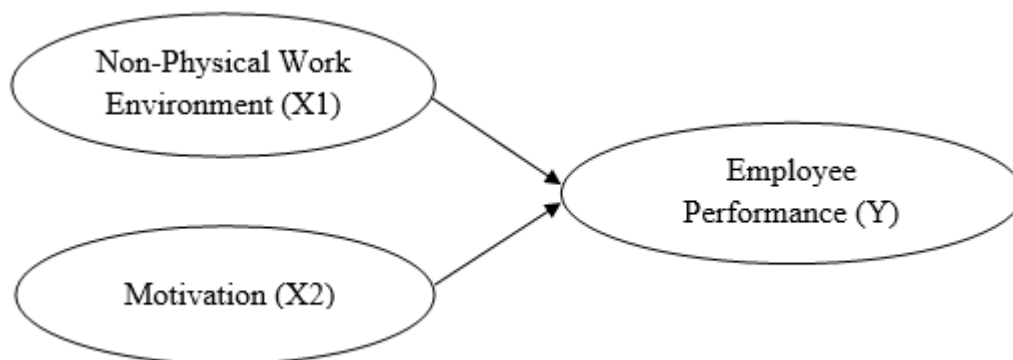
H1 : Non-physical work environment positively affects employee performance

The Effect of Motivation on Employee Performance

Rivai in Yanthi, et al. (2019) in showing that the stronger the work motivation, the higher employee performance. This means that every increase in employee motivation will provide a very meaningful increase for improving employee performance in carrying out their work.

The results of research conducted by Ircham & Iryanti (2022) show that motivation has a positive influence on employee performance. The results of research conducted by Tampi (2014); Adhim &; Liana (2023); and Daru, et al. (2023) show that motivation has a positive and significant influence on employee performance. [H2]

H2: motivation has a positive effect on employee performance

Picture 1 Conceptual Framework

H1 : Non-physical work environment positively affects employee performance
H2 : Work motivation has a positive effect on employee performance

RESEARCH METHODS

This study uses comparative causal where this study describes the state of one or more variables independently by collecting data using research instruments, this analysis is quantitative data with the aim of reviewing existing hypotheses. The study population used were employees on CVs. Adikarya Sukses Engineering Jombang as many as 55 people. This study used saturated samples as research sampling by using all employees in the company of 55 people as respondents.

This study uses 2 independent variables consisting of non-physical work environment and motivation with the dependent variable used is employee performance. Regarding the variety of non-physical work environments using the following indicators: (1) Work structure, (2) Work responsibilities, (3) Attention and support of leaders, (4) Cooperation between groups, and (5) Smooth communication. Regarding motivational variables using indicators are (1) Driving power, (2) Willpower, (3) Willingness, (4) Forming expertise, (5) Forming skills, (6) Responsibility, (7) Obligations, and (8) Goals. Also, the indicators used in employee performance are as follows: (1) quality of work, (2) quantity of work, (3) punctuality, (4) effectiveness, and (5) commitment.

This study used validity and reliability tests. The validity test is used to determine whether or not a questionnaire is valid or valid. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2018). The validity measurements used are convergent validity and discriminant validity. Reliability test is a tool for measuring a questionnaire that has indicators of variables or constructs. A questionnaire is said to be reliable or reliable if a person's answers to questions are consistent or stable over time (Ghozali, 2018). The reliability measurements used are statistical tests of cronbach alpha (α) and composite reliability.

This study uses a quantitative analysis approach that adopts Partial Least Square (PLS). PLS is a powerful analysis method because it is not based on many assumptions (Abdullah, 2015). This study used SmartPLS 4.0 software to test the relationship between variables. In analyzing PLS carried out in three stages, namely: (1) Outer model analysis, (2) Inner model analysis and (3) Hypothesis test. In the PLS technique, the design of the measurement model (outer model) referred to in PLS is to determine the nature of the indicators of each latent variable, whether reflective or formative. Designing a structural inner model is designing relationships between latent variables in PLS based on problem formulations or research hypotheses.

RESEARCH RESULTS AND DISCUSSION

CV. Adikarya Sukses Engineering Jombang was founded by Mr. Siswadi in 2014. CV. Adikarya Sukses Engineering Jombang is engaged in manufacturing and repair services of industrial machine parts / components in East Java. In serving the repair of spare parts CV. PT. Adikarya Sukses Engineering Jombang uses Polyurethane Elastomeric material based on Polyester and Polyester Prepolymers. CV. Adikarya Sukses Engineering is a growing company and is supported by a number of young workers who are professional and experienced in the fields of Seal Provider, Electrical (equipment and system), Mechanical (piping and construction), Pneumatic and instrument. In the experience of many years CV. PT. Adikarya Sukses Engineering Jombang shows that it has the ability to supply seals to meet customer machine needs and provide services for both Hydraulic and Pneumatic supported by reliable equipment and marketing. CV. Adikarya Sukses Engineering Jombang is proven to only satisfy customer needs.

.

Table 1. *Outer Loadings* (Mean, STDEV, T-Values dan P Values) 1

	Original Sample (O)	Sample Mean (M)	Standart Deviaton (STDEV)	T Statistic (|O/STDEV|)	P Values
X1.1 <- Lingkungan Kerja Non Fisik	**0.793**	0.788	0.070	**11.355**	**0.000**
X1.2 <- Lingkungan Kerja Non Fisik	**0.822**	0.827	0.045	**18.084**	**0.000**
X1.3 <- Lingkungan Kerja Non Fisik	**0.783**	0.773	0.064	**12.319**	**0.000**
X1.4 <- Lingkungan Kerja Non Fisik	**0.732**	0.703	0.099	**7.390**	**0.000**
X1.5 <- Lingkungan Kerja Non Fisik	-0.050	-0.007	0.232	0.217	**0.828**
X2.1 <- Motivasi	0.024	0.058	0.210	0.116	**0.908**
X2.2 <- Motivasi	**0.844**	0.832	0.049	**17.238**	**0.000**
X2.3 <- Motivasi	**0.789**	0.777	0.060	**13.116**	**0.000**
X2.4 <- Motivasi	0.583	0.566	0.115	5.071	**0.000**
X2.5 <- Motivasi	**0.712**	0.703	0.082	**8.698**	**0.000**
X2.6 <- Motivasi	0.289	0.274	0.205	1.409	**0.160**
X2.7 <- Motivasi	**0.753**	0.727	0.096	**7.842**	**0.000**
X2.8 <- Motivasi	-0.033	-0.009	0.218	0.151	**0.880**
Y1 <- Kinerja Karyawan	0.527	0.474	0.173	3.050	**0.002**
Y2 <- Kinerja Karyawan	**0.700**	0.657	0.128	**5.484**	**0.000**
Y3 <- Kinerja Karyawan	0.507	0.490	0.187	2.717	**0.007**
Y4 <- Kinerja Karyawan	**0.658**	0.652	0.102	**6.469**	**0.000**
Y5 <- Kinerja Karyawan	**0.784**	0.802	0.054	**14.581**	**0.000**

Source: Data processed

Based on the results of outer loading data processing in table 1 above, the validity of the indicator is measured by looking at the loading factor value on the indicator, it is said that its validity is sufficient if it has a value greater than 0.5-0.6 and a T-Statistic value greater than 1.96 (z value at α = 0.05). Loading factors that have values greater than 0.5-0.6 are considered valid, as well as if the T-Statistic value is greater than 1.96, the significance is met.

Convergent Validity

Table 2. *Outer Loadings* (Mean, STDEV, T-Values dan P Values) 2

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1.1 <- Lingkunan Kerja Non Fisik	0.795	0.792	0.077	10.305	**0.000**
X1.2 <- Lingkunan Kerja Non Fisik	0.831	0.835	0.041	20.040	**0.000**
X1.3 <- Lingkunan Kerja Non Fisik	0.780	0.769	0.072	10.818	**0.000**

X1.4 <- Lingkunan Kerja Non Fisik	0.728	0.705	0.103	7.040	**0.000**
X2.2 <- Motivasi	0.861	0.857	0.055	15.584	**0.000**
X2.3 <- Motivasi	0.795	0.793	0.056	14.275	**0.000**
X2.5 <- Motivasi	0.748	0.738	0.096	7.763	**0.000**
X2.7 <- Motivasi	0.758	0.740	0.102	7.430	**0.000**
Y2 <- Kinerja Karyawan	0.731	0.689	0.152	4.818	**0.000**
Y4 <- Kinerja Karyawan	0.715	0.705	0.113	6.349	**0.000**
Y5 <- Kinerja Karyawan	0.816	0.834	0.043	18.783	**0.000**

Source: Data processed

Based on the results of outer loading data processing in table 2 above, all reflective indicators on non-physical work environment variables (X1), motivation (X2), and employee performance (Y), show a loading factor (original sample) greater than 0.5-0.6 and significant (T-Statistic value) more than z value (α = 0.05 (5%) = 1.96), thus the estimated results of all indicators have met their validity or good validity.

Descriminant Validity

Table 3. Cross Loading 1

	Lingkungan Kerja Non Fisik	Motivasi	Kinerja Karyawan
X1.1	0.793	0.559	0.611
X1.2	0.822	0.537	0.748
X1.3	0.783	0.547	0.564
X1.4	0.732	0.564	0.477
X1.5	**-0.050**	**-0.162**	**-0.114**
X2.1	**0.083**	**0.024**	**0.043**
X2.2	0.551	0.844	0.589
X2.3	0.623	0.789	0.633
X2.4	0.419	0.583	0.443
X2.5	0.470	0.712	0.497
X2.6	0.080	0.289	0.121
X2.7	0.551	0.753	0.645
X2.8	**0.026**	**-0.033**	**-0.038**
Y1	0.321	0.451	0.527
Y2	0.479	0.663	0.700
Y3	0.346	0.293	0.507
Y4	0.429	0.394	0.658
Y5	0.802	0.575	0.784

Source: Data processed

Table 4. Cross Loading 2

	Lingkungan Kerja Non Fisik	Motivasi	Kinerja Karyawan
X1.1	0.607	**0.795**	0.558
X1.2	0.779	**0.831**	0.508
X1.3	0.562	**0.780**	0.540
X1.4	0.473	**0.728**	0.597

X2.2	0.592	0.550	**0.861**
X2.3	0.650	0.618	**0.795**
X2.5	0.468	0.463	**0.748**
X2.7	0.568	0.536	**0.758**
Y2	**0.731**	0.471	0.676
Y4	**0.715**	0.425	0.403
Y5	**0.816**	0.813	0.550

Source: Data processed

Based on the results of cross-loading data processing in table 4, the value of factor loading in each indicator on the variables of non-physical work environment (X1), motivation (X2) and employee performance (Y) which is shaded shows a greater value than indicators from other variables and has a value of >0.7, so it can be said that all indicators in table 4 above have met their validity or good validity.

AVE (Average Variance Extracted)

Table 5. AVE (Average Variance Extracted) 1

	AVE (Average Variance Extracted)
Non-Physical Work Environment	**0.571**
Motivation	**0.615**
Employee Performance	**0.627**

Source: Data processed

Based on the results of AVE data processing in table 5 show that the non-physical work environment variable (X1) is 0.571, the motivation variable is 0.615, and employee performance (Y) is 0.627, the three variables show a value of more than 0.5, so overall the variables in this study can be said to be valid or good validity.

Composite Reability

Table 6. Composite Reability

	Composite Reability
Non-Physical Work Environment	**0.7989**
Motivation	**0.8644**
Employee Performance	**0.8702**

Source: Data processed

Based on the results of composite reliability data processing in table 6 show that the non-physical work environment variable (X1) is 0.7989, the motivation variable is 0.8644, and performance (Y) is 0.8702, the three variables show a composite reliability value above 0.7 so that it can be said that all variables in this study are reliable.

R-Square

Table 7. *R-Square*

	R Square
Employee Performance	**0.6898**

Source: Data processed

Based on the results of R-Square data processing in table 7 states that the R-Square value is 0.6898 which means that employee performance is influenced by the non-physical work environment and motivation by 68.98% and the remaining 31.02% is influenced by other variables that are not used in the study.

Q2 Predictive Relevance

In this study, the magnitude of Q2 value is Q2 = 1 – (1 – 0.6898) = 0.6898. From the results of the Q2 calculation with a result of 0.6898, it can be concluded that the research model can be said to meet predictive relevance.

Laten Variabel Correlations

Table 8. Laten Variabel Correlation

|	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ($|O/STDEV|$)	P Values
Non-Physical Work Environment <-> Employee Performance	0.792	0.816	0.037	21.698	**0.000**
Employee <-> Performance Motivation	0.727	0.715	0.118	6.171	**0.000**
Motivation <-> Non-Physical Work Environment	0.691	0.688	0.137	5.027	**0.000**

Source: Data processed

Based on the results of latent data processing of correlation variables in table 8 above, the average correlation value between variables with one another shows a moderate value. The correlation value between non-physical work environment variables (X1) with employee performance (Y) is 0.792, motivation variables (X2) with employee performance (Y) is 0.727, motivation variables (X2) with employee performance (Y) is 0.691. This shows that among the variables in the research model, the variables of non-physical work environment (X1) with employee performance (Y) show a stronger relationship than the relationship between other variables, so it can be interpreted that in this research model the high and low performance of employees (Y) is more influenced by the non-physical work environment (X1) than motivation (X2).

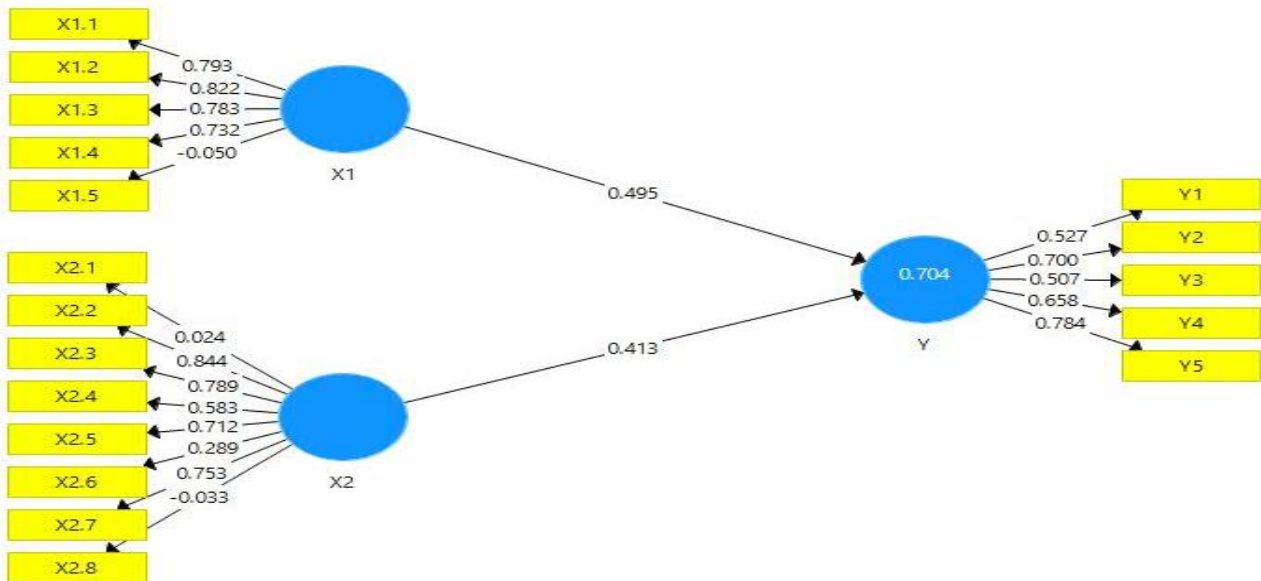**Picture 2** *Outer Loading, Path Coefficient, dan T Statistic*
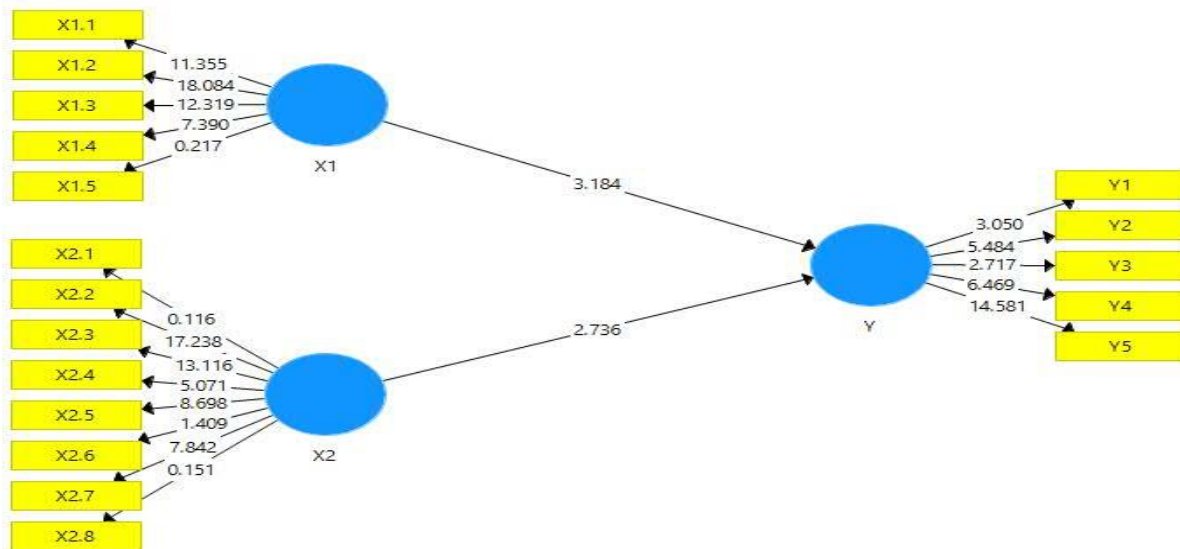
Source: Data processed

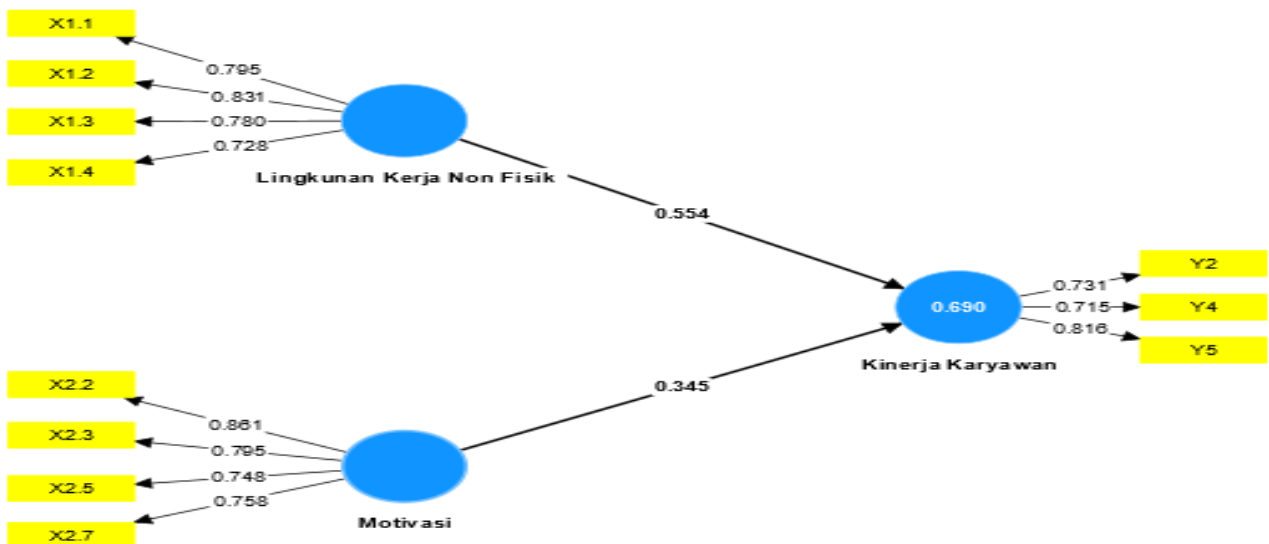**Picture 3** *Outer Loading, Path Coefficient, dan T Statistic 2*
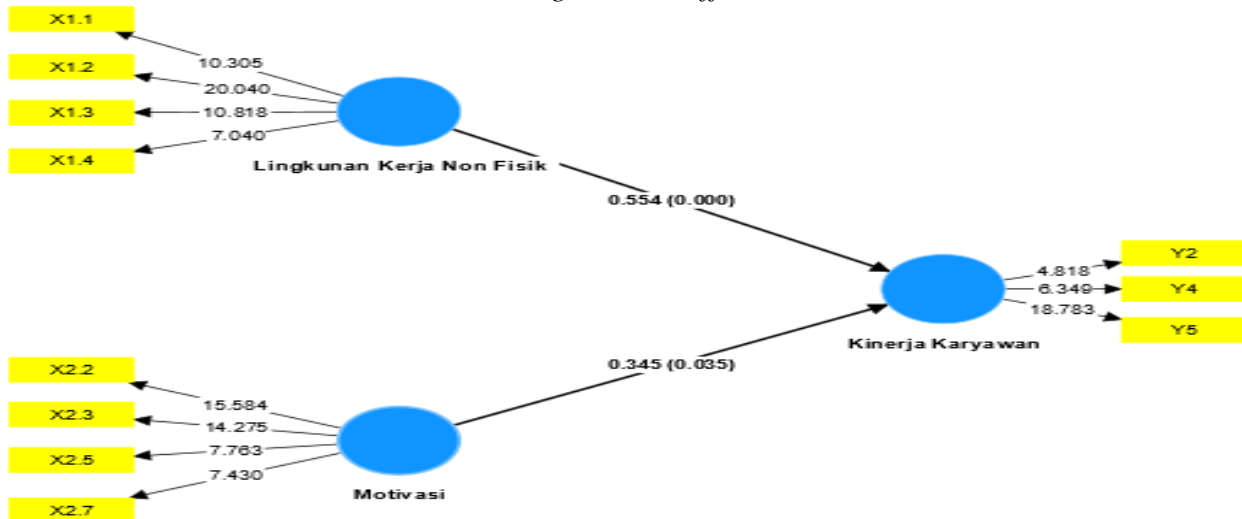
Source: Data processed

From the PLS output picture 2 and 3 above, it can be seen the magnitude of the loading factor value of each indicator which is located above the arrow between the variables and indicators, it can also be seen the path coefficients outer loadings T Statistic (|O/STDEV|) that is above the arrow line between independent variables against the dependent variabel.

Picture 4 *Cross loading, Path Coefficient, dan R-Square*
Source: Data processed

Picture 5 Cross loading, Path Coefficient, dan R-Square 2
Source: Data processed

From figures 4 and 5 of the PLS output above, it can be seen the magnitude of the loading factor value of each indicator which is located above the arrow between the variables and indicators, it can also be seen the path coefficients of cross loading which are above the arrow line between independent variables to the dependent variable. In addition, it can also be seen the magnitude of the R-Square which is right in the circle of dependent variables (employee performance variables).

Test the hypothesis

Table 9 Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 -> Y	0.554	0.579	0.158	3.512	**0.000**
X2 -> Y	0.345	0.329	0.163	2.113	**0.035**

Sumber: Data diolah

Based on the results of the hypothesis test data, table 9 states as follows: (1) the non-physical work environment has a positive effect on employee performance (Y) is **acceptable**, because the path coefficients are 0.554, and the T-Statistic value is 3.512 > 1.96 (from the table value $Z\alpha = 0.05$) or the P-Value is 0.000 < 0.05, then the result is **significant (positive)**; and (2) Motivation has a significant positive effect on employee performance (Y) is **acceptable**, because path coefficients of 0.345 and T-Statistic values of 2.113 > 1.96 (from table values $Z\alpha = 0.05$) or P-Value 0.035 < 0.05, then the results are **significant (positive)**.

The Effect of Non-Physical Work Environment on Employee Performance

The results of the study in Table 9 show that non-physical work environment variables have a positive influence and have a significant effect by looking at the P-Value test results of 0.000 < 0.05. So based on these results, it can be stated that the non-physical work environment variable (X1) affects employee performance (Y) on the CV. Adikarya Sukses Engineering Jombang with the results of a non-physical work environment (X1) has a positive effect on employee performance (Y) is acceptable. This shows that a non-physical work environment can improve employee performance on CVs. Adikarya Sukses Engineering Jombang.

The results of this study are in accordance with research conducted by Noorainy, F. (2017), Pangestuti, Nanda A. (2020), Suryani, N. L. (2019), Putra, Ida B. U., & Jayanta, Cokorda B. K. (2018), Marbun, Ruth T., I Wayan B., & Susila, Gede P. A. J. (2021), Anam, K., &; Rahardja, E. (2017), Supriadi, A., &; Anitra, V. (2020), Cintia, E., &; Gilang, A. (2016), Fitri, Nadya N., &; Ferdian, A. (2019), showed that non-physical work environment variables have a positive effect on employee performance.

So, it can be concluded that the non-physical work environment is one of the factors that can affect employee performance. This shows a positive effect on employees that the non-physical work environment will affect employee performance on CV. Adikarya Sukses Engineering Jombang.

The Effect of Motivation on Employee Performance

The results of the study in Table 2 stated that the P-Value value on the motivation variable has a value of 0.000 < 0.05. So based on these results, it can be stated that the motivation variable (X2) affects employee performance (Y) on CV. Adikarya Sukses Engineering Jombang with motivation results (X2) has a positive effect on employee performance (Y) on CV. Adikarya Sukses Engineering Jombang is acceptable. This suggests that motivation can improve performance on a CV. Adikarya Sukses Engineering Jombang.

The results of this study are in accordance with research conducted by Ircham, M. A., &; Iryanti, E. (2022), Tampi, Bryan J. (2014), Adhim, Ahmad F. S., &; Liana, L. (2023), Daru A., E. Didik S., &; Septyarini, E. (2023), Basid, Rezqi A., &; Heriza, Kevin G. (2022), showing that motivation variables have a positive effect on employee performance.

So, it can be concluded that motivation is one of the factors that can affect employee performance. This shows a positive effect on employees that motivation will affect employee performance on CV. Adikarya Sukses Engineering Jombang.

CONCLUSION

Based on the results of research and analysis conducted by researchers with the title "Analysis of Non-Physical Work Environment and Motivation on Employee Performance on CV. Adikarya Sukses Engineering Jombang" can be concluded that non-physical work environment and motivation variables have a very meaningful contribution to employee performance variables on CV. Adikarya Sukses Engineering Jombang.

REFERENCES

Adhim, Ahmad F. S., & Liana, L. (2023). *Analisis Kompensasi, Disiplin Kerja, dan Motivasi terhadap Kinerja Karyawan Dinas Pertanian dan Perkebunan Provinsi Jawa Tengah*.

Aljabar. (2020). *Manajemen Sumber Daya Manusia*. Penerbit Sleman: Deepublish.

Anam, K., & Rahardja, E. (2017). *PENGARUH FASILITAS KERJA, LINGKUNGAN KERJA NON FISIK DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN*.

Cintia, E., & Gilang, A. (2016). *PENGARUH LINGKUNGAN KERJA FISIK DAN NON FISIK TERHADAP KINERJA KARYAWAN PADA KPPN BANDUNG I*. Universitas Telkom, Bandung.

Fauzi, A., & Hidayat, R. (2020). *Manajemen Kinerja*. Airlangga University Press. https://www.google.co.id/books/edition/MANAJEMEN_KINERJA/hMjjDwAAQBAJ?hl=id&gbpv=1&dq=manajemen+kinerja+terbaru&printsec=frontcover

Fitri, Nadya N., & Ferdian, A. (2019). *PENGARUH LINGKUNGAN KERJA FISIK DAN LINGKUNGAN KERJA NON FISIK TERHADAP KINERJA KARYAWAN PADA PT INFRASTRUKTUR TELEKOMUNIKASI INDONESIA*.

Fenanti, T. (2015). *Hubungan Lingkungan Kerja Non Fisik Dan Motivasi Kerja Terhadap Kepuasan Kerja Guru Sma Negeri Di Kabupaten Sleman Yogyakarta*. In Ekp (Vol. 13, Issue 3). Universitas Negeri Yogyakarta.

Ircham, M. A., & Iryanti, Endang. (2022). *Pengaruh Motivasi, Disiplin Kerja dan Komitmen Organisasi terhadap Kinerja Karyawan PT. Multipack Thamrin Jaya Pasuruan*. SEIKO: Journal of Management & Business.

Jufrizen, J. (2018). *Peran Motivasi Kerja dalam Memoderasi Pengaruh Kompensasi dan Disiplin Kerja terhadap Kinerja Karyawan*. Prosiding: The National Conferences Management and Business (NCMAB) 2018, 405–424.

Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori Dan Praktik)*. (Vol. 1). PT. Raja Grafindo Perkasa.

Mangkunegara, Anwar Prabu. (2014). *Evaluasi Kinerja*. Penerbit Refika Aditama, Bandung.

Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior 15th Edition*. In the Curated Reference Collection in Neuroscience and Biobehavioral Psychology.

Marbun, Ruth T., I Wayan B., & Susila, Gede P. A. J. (2021). *PENGARUH PELATIHAN DAN LINGKUNGAN KERJA NON FISIK TERHADAP KINERJA KARYAWAN*.

Noorainy, F. (2017). *PENGARUH LINGKUNGAN KERJA FISIK DAN NON FISIK TERHADAP KINERJA PEGAWAI PADA SEKRETARIAT DAERAH KABUPATEN PANGANDARAN*.

Pangestuti, Nanda A. (2020). *PENGARUH LINGKUNGAN KERJA FISIK DAN NON FISIK SERTA STRES KERJA TERHADAP KINERJA KARYAWAN PABRIK SUKA RASA BAKERY*.

Putra, Ida B. U., & Jayanta, Cokorda B. K. (2018). *PERANAN BEBAN KERJA DAN LINGKUNGAN KERJA NON FISIK TERHADAP KINERJA KARYAWAN PADA THE MANSION RESORT HOTEL & SPA*.

Rahmadani, Daru A., E. Didik S., & Septyarini, E. (2023). *Pengaruh Kepemimpinan dan Motivasi terhadap Disiplin Kerja Serta Dampaknya pada Kinerja Karyawan Studi Pada PO. Sumber Alam*.

Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Penerbit Refika Aditama, Bandung.

Setiawan, Kiki Cahaya. (2015). *PENGARUH MOTIVASI KERJA TERHADAP KINERJA KARYAWAN LEVEL PELAKSANA DI DIVISI OPERASI PT. PUSRI PALEMBANG*. Palembang.

Supriadi, A., & Anitra V. (2020). *Pengaruh Lingkungan Kerja Non Fisik terhadap Kinerja Karyawan pada PT. Salim Surya Phone di Samarinda*.

Suryani, N. L. (2019). Pengaruh Lingkungan Kerja Non Fisik Dan Komunikasi Terhadap Kinerja Karyawan Pada PT. Bangkit Maju Bersama Di Jakarta.

Tampi, Bryan J. (2014). *PENGARUH GAYA KEPEMIMPINAN DAN MOTIVASI TERRHADAP KINERJA KARYAWAN PADA PT. BANK NEGARA INDONESIA,TBK (REGIONAL SALES MANADO)*.

Yanthi, Putu B. O. N., I Putu Gede P., & Heryanda, Komang K. (2019). *PENGARUH DISPLIN KERJA DAN MOTIVASI TERHADAP KINERJA KARYAWAN PADA PT. XL AXIATA CABANG SINGARAJA*.