ISSN: 1693-8305 e ISSN: 2797-5444



# THE EFFECT OF PHYSICAL WORK ENVIRONMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE (Study at PT. Metanouva Informatika Bandung)

Jajang Jamaludin<sup>1)</sup>, Anton Budi Santoso <sup>1)</sup>
Widyatama University, Bandung, Indonesia
jajang.jamaludin@widyatama.ac.id

#### **ABSTRAK**

Penelitian ini bertujuan untuk mengetahui pengaruh lingkungan kerja fisik dan motivasi kerja terhadap kinerja karyawan pada PT. Metanouva Informatics Bandung. Metode penelitian yang digunakan adalah deskriptif dan verifikatif. Populasi dalam penelitian ini adalah karyawan PT. Metanouva Informatics Bandung. Teknik pengambilan sampel dalam penelitian ini adalah sampel jenuh, dimana jumlah sampel sama dengan populasi keseluruhan yaitu 35 karyawan. Sedangkan metode analisis yang digunakan adalah koefisien korelasi, koefisien determinasi dan analisis regresi linier berganda pada taraf signifikansi 5%. Berdasarkan hasil penelitian ini diketahui bahwa terdapat pengaruh positif signifikan antara lingkungan kerja fisik terhadap kinerja karyawan PT. Metanouva Informatics Bandung, kemudian secara parsial terdapat pengaruh positif signifikan antara motivasi kerja terhadap kinerja karyawan PT. Metanouva Informatics Bandung. Secara simultan diketahui bahwa terdapat pengaruh secara bersama-sama antara lingkungan kerja fisik dan motivasi kerja terhadap kinerja karyawan PT. Metanouva Informatics Bandung.

# Kata kunci : Lingkungan Kerja Fisik, Motivasi Kerja, Kinerja Karyawan

#### **ABSTRACT**

This study aims to determine the effect of the physical work environment and work motivation on employee performance at PT. Metanouva Informatics Bandung. The research method used is descriptive and verification. The population in this study were employees of PT. Metanouva Informatics Bandung. The sampling technique in this study is a saturated sample, where the number of samples is the same as the overall population, namely 35 employees. While the analytical method used is the correlation coefficient, the coefficient of determination and multiple linear regression analysis at a significance level of 5%. Based on the results of this study, it is known that there is a significant positive influence between the physical work environment on the performance of employees of PT. Metanouva Informatics Bandung. Simultaneously it is known that there is a joint influence between the physical work environment and work motivation on the performance of PT. Metanouva Informatics Bandung.

Keywords: Physical Work Environment, Work Motivation, Employee Performance

ISSN: 1693-8305 e ISSN: 2797-5444



#### 1. INTRODUCTION

With the rapid development of technology and the emergence of the current era of freedom, the competition that occurs in the business world has increased significantly, so companies are required to have good performance. Management of human resources cannot be avoided from the factor of employees who are expected to work as well as possible in order to achieve company goals. There are several important factors that are closely related to human resources that have a major effect on the progress and development of a company, where one of the most important factors is employee performance.

According to Hasibuan (2013) argues that employee performance is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. PT. Metanouva Informatika Bandung is a private company that was officially established as a business entity in 1998 and is engaged in information technology and multimedia, with 35 employees. The company is not satisfied with the resulting performance, because the last few years there has been a decline in the performance of its employees. The following is the employee assessment data that the researcher got from the assessment carried out by the manager of PT. Metanouva Informatika Bandung.

Table 1 Employee Performance Assessment PT. Metanouva Informatika in 2018 – 2021

Indikator	Score (%)					
Penilaian	2018	2019	2020	2021		
Work quality	92	90	80	76		
Punctuality	90	88	75	71		
Communication	88	85	82	80		
Discipline	87	86	75	72		
Cooperation	90	84	72	70		

Source: PT. Metanouva Informatika Bandung

The results of the employee performance assessment indicate that there is a decline in performance at PT. Metanouva Informatika Bandung resulting from the performance assessment from 2018 to 2021. With the decline in performance, it is necessary to have a review by the management of PT. Metanouva Informatika Bandung due to a decrease in employee performance will have an impact on the effectiveness of employees in producing work output that can harm the company and the employees themselves. The decline in performance can be caused by several factors, including being the effected by the physical work environment and work motivation.

The work environment is one of the factors that can affect employee performance, especially the physical work environment. The work environment is a place that is in the

ISSN: 1693-8305 e ISSN: 2797-5444



workers' environment that can affect their work, in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. Employees will not work optimally if the conditions of the physical work environment are not comfortable, such as work space, good room arrangement and other facilities. The work environment in which the employee works is no less important in improving employee performance.

On the other hand, the factor that can support the level of employee performance and become a phenomenon that is often encountered is employee motivation. To achieve company goals, employees need motivation to work in the best way. Seeing the importance of the role of employees in the company, employees need to pay more serious attention to the tasks they do in order to achieve goals. Employees with high work motivation will do their work more optimally, while employees with low work motivation are unmotivated, give up easily, and cannot optimize their work.

A supportive physical work environment and good work motivation are expected to improve employee performance. Performance refers to measuring an employee's work against the standards or guidelines set by the company. To produce good performance, must be able to maximize the potential of employees. Not only that, companies need to pay attention to all aspects that affect employee performance, in this case it is necessary to have a company position in producing a conducive physical work environment as well as providing work motivation in order to create high employee performance in completing any work tasks assigned to employees.

This study was conducted to examine the effect of the physical work environment and work motivation on employee performance at PT. Metanouva Informatika Bandung, so that the problems studied in this study can be formulated as follows:

- 1. What is the description of the physical work environment, work motivation and employee performance at PT Metanouva Informatika Bandung?
- 2. Does the physical work environment have a partially significant effect on employee performance at PT. Metanouva Informatika Bandung?
- 3. Does work motivation have a significant partial effect on employee performance at PT. Metanouva Informatika Bandung?
- 4. Does the physical work environment and work motivation have a significant simultaneous effect on employee performance at PT. Metanouva Informatika Bandung?

ISSN: 1693-8305 e ISSN: 2797-5444



#### **Literature Review**

### **Physical Work Environment**

According to Sedarmayanti (2011), defines the physical work environment as all physical conditions that are around that can affect employees either directly or indirectly. Good and appropriate physical work environment conditions that support the work will provide more encouragement to employees in carrying out their activities properly. An environmental condition is said to be good or appropriate if humans can carry out their activities optimally, healthy, safe and comfortable. The physical work environment in this study was measured by several indicators, including; Lighting or lighting in the workplace, air circulation at work, work facilities, decoration at work and safety at work.

#### **Work motivation**

Bangun (2012) states that motivation can be interpreted as an action so that other people are influenced to behave (to behave) on a regular basis. In its concept, motivation is the result of a number of processes, both internal and external to a person, which generate enthusiasm and a persistent attitude to carry out certain activities. The indicators of work motivation include physiological needs, safety and security needs, Affiliation or Acceptance Needs, Esteem or Status Needs and Self Actualization.

# **Employee performance**

Performance is the achievement of the implementation of an activity by the workers in the policy to realize the target. Robbins in Daryanto (2017) defines performance as the amount of effort that individuals put out in their work. The definition of performance is a term that is currently often used in society and organizations, both private and government. Performance refers to a level of achievement of the tasks performed by a person. It describes how well a person fulfills the demands of his job. To measure the performance in this study, namely quantity, quality, timeliness, effectiveness and independence.

# Relationship Between Variables Physical Work Environment on Employee Performance

An employee who works in a good and supportive physical work environment will be able to produce good performance, on the other hand if the physical work environment is not supportive or not enough to work optimally it can make him feel uncomfortable, tired, lazy, so that employee performance will be low. According to the results of research conducted by Hudiya (2018), it shows that the physical work environment variable has a significant effect on employee performance. In addition, according to Sihaloho (2019), his research partially shows that the work environment has a positive and significant effect on employee performance.

ISSN: 1693-8305 e ISSN: 2797-5444

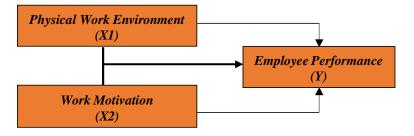


### **Work Motivation on Employee Performance**

Motivation has a great impact on the success of employees in achieving organizational goals. Motivation can also function as a driving force or encouragement given by company leaders to employees in the form of support to motivate employees and guide employees to work harder to achieve organizational goals. According to the results of research conducted by Yusa & Renanda (2019), work motivation has an effect on performance.

# Physical Work Environment and Work Motivation on Employee Performance

Physical work environment and work motivation are important aspects in improving employee performance to achieve predetermined company goals. According to research conducted by Sutapa (2021), shows that; First, motivation has a positive effect on employee performance at Fave Hotel Kuta Bali. Second, the physical work environment has a positive effect on employee performance at Fave Hotel Kuta Bali. Third, the magnitude of the influence contributed by motivation and physical work environment on employee performance at the Fave Hotel Kuta Bali is 57.0%. While the results of research conducted by Siahaan & Supriyadi (2021), concluded that work motivation (X1) and physical work environment (X2) partially and simultaneously have a significant influence on employee performance (Y).



Picture 1 Framework

# Hypothesis

The hypothesis is a temporary answer to the research problem formulation, where the problem formulation has been stated in the form of questions. It is said to be temporary, because the answers given are only based on relevant theories, not based on empirical facts obtained through data collection (Sugiyono, 2017). The hypothesis in this study, can be stated as follows:

H1: There is a significant effect between the Physical Work Environment (X1) on Employee Performance (Y) at PT. Metanouva Informatika Bandung.

H2: There is a significant effect between Work Motivation (X2) on Employee Performance (Y) at PT. Metanouva Informatika Bandung.

ISSN: 1693-8305 e ISSN: 2797-5444



H3: There is a simultaneous effect between the Physical Work Environment (X1) and Work Motivation (X2) on Employee Performance (Y) at PT. Metanouva Informatika Bandung.

#### 2. METHOD

In this study, the researcher used a descriptive- verificative method using a quantitative approach. According to Sugiyono (2017) descriptive method is a method used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. While the notion of verification according to Sugiyono (2017) is defined as research conducted on a particular population or sample with the aim of testing the established hypothesis.

# **Population and Sample**

The population in this study are all employees who work at PT. Metanouva Informatika Bandung. In this study, researchers used a saturated sampling technique. According to Sugiyono (2017), the saturated sample is a sampling technique when all members of the population are used as samples. Another term for saturated sample is census, where all members of the population are sampled. With the sample technique, the determination of the number of respondents, namely all employees of PT. Metanouva Informatika Bandung as many as 35 people.

#### Research Instruments

## 1. Observation Technique

Observation here is defined as focusing attention on an object by involving all the senses to get data. So observation is direct observation by using sight, smell, hearing, touch, or if necessary by tasting. The instruments used in the observation can be in the form of observation guidelines, tests, questionnaires, image recordings, and sound recordings. Conducted direct field observations in order to get the facts that actually happened to the physical work environment and work motivation and performance at PT. Metanouva Informatika Bandung.

#### 2. Interview (Interview)

Interviews are complete data collection by means of researchers holding meetings to have face-to-face conversations with parties who are sources of information, where interviewers ask direct questions that are directed at everything related to the problem and object being studied. In-depth interviews in this study were conducted on company representatives, namely the manager of PT. Metanouva Informatika Bandung. The interview used aims to strengthen and clarify the data obtained regarding the company's profile and the condition of the physical work environment and work motivation as well as the performance of employees in the company.

ISSN: 1693-8305 e ISSN: 2797-5444



#### 3. Questionnaire

Questionnaire is a tool to collect data by providing a list of questions to the person who will provide feedback or answer the questions given in the research that person is called the respondent. This questionnaire was distributed to all employees of PT. Metanouva Informatika Bandung, with various questions covering research variables, namely the Physical Work Environment (X1), Work Motivation (X2) and Employee Performance (Y).

### Data Analysis Technique

The data analysis technique used in this research is multiple linear regression analysis. Multiple linear analysis intends to predict how the state of the direction of the relationship between the independent variable and the dependent variable, whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the independent variable increases or decreases. Multiple linear regression analysis was conducted to prove the presence or absence of a functional relationship or causal relationship between the independent variables, namely the Physical Work Environment (X1), Work Motivation (X2), with one dependent variable Employee Performance (Y).

#### 3. RESULT AND DISCUSSION

To answer research problems and test hypotheses, the analytical tool used is multiple regression analysis which is processed with the SPSS (Statistical Package for Social Science) 25 for Windows program. The results of the analysis obtained can be seen in the following table:

# Validity and Reliability Test Results

Table 2
Recapitulation of Validity Test Results for Physical Work Environment Variables (X1)

Variabel	No	R-	R-	Kesimpulan
v arraber	Pernyataan	hitung	tabel	Kesinipulan
Lingkungan Kerja Fisik (X1)	1	0,839	0.333	Valid
	2	0,850	0.333	Valid
	3	0,841	0.333	Valid
	4	0,825	0.333	Valid
	5	0,677	0.333	Valid

Source: SPSS Output Data Processing, 2022

All statement items on the work motivation variable (X2) have a validity value > 0.333, which means that all statement items are declared valid.

ISSN: 1693-8305 e ISSN: 2797-5444



Table 4

Recapitulation of Validity Test Results for Employee Performance Variables (Y)

Variabel	No	R-	R-	Kesimpulan
v ai iabei	Pernyataan	hitung	tabel	Keshiipulan
Kinerja Karyawan (X1)	1	0,839	0.333	Valid
	2	0,809	0.333	Valid
	3	0,823	0.333	Valid
	4	0,615	0.333	Valid
	5	0,884	0.333	Valid

Source: SPSS Output Data Processing, 2022

All statement items on the employee performance variable (Y) have a validity value of > 0.333, which means that all statement items are declared valid.

Table 5
Variable Reliability Test Results X1, X2 on Y

	Reliability Statistics								
No	Variabel	Cronbach's Alpha	N of Items	Keterangan					
1	Lingkunag Kerja Fisik (X1)	0,864	5	Reliabel					
2	Motivasi Kerja (X2)	0,860	7	Reliabel					
3	Kinerja Karyawan (Y)	0,855	5	Reliabel					

Source: SPSS Output Data Processing, 2022

Based on the results of the reliability test in the table, it can be seen that the value of all variables > Cronbach Alpha ( $\alpha$ )> 0.60 where each has a value of 0.864, 0.860 and 0.855, which means the level of reliability is acceptable.

The correlation test aims to determine the level of closeness of the relationship between variables expressed by the correlation coefficient (r). In this study using an estimated error of 5% or 0.05. Based on the table, the correlation coefficient (R) obtained between the Physical Work Environment (X1) and Work Motivation (X2) on Employee Performance (Y) is 0.756. This shows that the independent variable and the dependent variable have a relationship level in the "Strong" category because they are in the interval 0.600 - 0.799.

ISSN: 1693-8305 e ISSN: 2797-5444



#### **Correlation Coefficient and Coefficient of Determination Test Results**

Table 6
Results of Simultaneous Correlation Coefficient Analysis

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.756ª	0,571	0,545	2,312		

a. Predictors: (Constant), Motivasi Kerja, Lingkungan Kerja Fisik

Source: SPSS Output Data Processing, 2022

Testing the coefficient of determination (R2) generally aims to determine how much influence (contribution) is given between variables, namely the influence between the independent variables (Physical Work Environment and Work Motivation) on the dependent variable (Employee Performance). Based on table 6 the value of R Square is 0.571, which means that the Physical Work Environment (X1) Work Motivation (X2) contributes to employee performance by 57.1%, while the remaining 42.9% is a contribution from other variables not examined in the study this.

#### **Multiple Linear Regression Analysis Results**

Multiple linear regression analysis in this study was used with the aim of knowing the magnitude of the influence of the independent variables (independent), namely the Physical Work Environment (X1) and Work Motivation (X2), on the dependent variable, namely Employee Performance (Y) which together can calculated through a multiple regression equation. The results of multiple linear regression in this study can be seen in the following table:

Table 7 Multiple Linear Regression Test Results

Coefficients <sup>a</sup>								
	Unstandardized Coefficients		Standardized Coefficients					
Model	В	Std. Error	Beta	t	Sig.			
1 (Constant)	5,629	2,286		2,462	0,019			
Lingkungan Kerja Fisil	0,406	0,129	0,456	3,142	0,004			
Motivasi Kerja	0,247	0,093	0,387	2,668	0,012			

 $Source: SPSS\ Output\ Data\ Processing,\ 2022$ 

ISSN: 1693-8305 e ISSN: 2797-5444



Based on the data shown in the table, the regression equation formed in this regression test is:

 $Y = \alpha + b1$ , x1 + b2, x2

Y = 5,629 + 0,406. x1 + 0,247. x2

With the following information:

- 1. The constant value is 5.629 and is positive, meaning that it shows an increase in the Employee Performance variable by 5.629.
- 2. The value of the X1 variable, namely the physical work environment, is 0.406, indicating that the physical work environment variable has a positive effect on the employee performance variable, which means that every 1 unit increase in the physical work environment variable will affect the employee performance variable by 0.406. Assuming that other variables are not examined in this study.
- 3. The value of the X2 variable, namely work motivation of 0.247, indicates that the work motivation variable has a positive effect on the employee performance variable, which means that every 1 unit increase in the work motivation variable will affect the employee performance variable of 0.247. Assuming that other variables are not examined in this study.

Thus, if there is an increase or decrease in the physical work environment and work motivation, it will affect the level of employee performance in the company.

Table 8
T. Statistical Test Results Coefficients<sup>a</sup>

	Unstandardized Coefficients		Standardized Coefficients		
Model	В	Std. Error	Beta	t	Sig.
1 (Constant)	5,629	2,286		2,462	0,019
Lingkungan Kerja Fisik	0,406	0,129	0,456	3,142	0,004
Motivasi Kerja	0,247	0,093	0,387	2,668	0,012

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Output Data Processing, 2022

Based on the table, by observing the row, column t and Sig can be explained as follows:

1. There is a significant positive effect of the physical work environment variable (X1) on employee performance (Y) at PT. Metanouva Informatika Bandung. This can be seen from the sig value which is 0.004 < 0.05 and the t\_count value (3.142) is greater than the t\_table

ISSN: 1693-8305 e ISSN: 2797-5444



value (2.036), then there is a significant effect of the X1 variable on the Y variable, or in other words H0 is rejected and H1 is accepted.

2. There is a significant positive effect of work motivation variable (X2) on employee performance at PT. Metanouva Informatika Bandung. This can be seen from the sig value, which is 0.012 < 0.05 and the t\_count value (2,668) is greater than the t\_table value (2,036), then there is a significant effect of the X2 variable on the Y variable, or in other words H0 is rejected and H2 is accepted.

Table 9
T Statistical Test Results

ANOVA <sup>a</sup>							
		Sum of		Mean			
Model		Squares	df	Square	F	Sig.	
1	Regression	228,073	2	114,036	21,331	.000 b	
	Residual	171,070	32	5,346			
	Total	399,143	34				

a. Dependent Variable: Kinerja Karyawan

Kerja Fisik

Source: SPSS Output Data Processing, 2022

Based on the table above, it shows the F\_count value of 21.331 which is greater than the F\_table value of 3.28 and the significant level is 0.000 < 0.05. This shows that there is a joint or simultaneous influence between the physical work environment (X1) and work motivation (X2) on employee performance (Y), or in other words H0 is rejected, H3 is accepted.

#### **Discussion**

1. Overview of the Physical Work Environment, Work Motivation and Employee Performance

Respondents' responses to the physical work environment variable as a whole obtained an average value of 4.13 which was in the interval 3.40-4.20 in the good category. This means that from the aspects of the physical work environment at PT. Metanouva Informatika Bandung is considered good by the respondents. Respondents' responses to the work motivation variable as a whole obtained an average value of 3.63 which was in the interval 3.40-4.20 in the good category. This means that from the aspects of work motivation at PT. Metanouva Informatika Bandung is considered good by the respondents. Respondents' responses to the employee performance variable as a whole obtained an average value of 4.06 which was in the interval 3.40 - 4.20 in the good category. This means that aspects of employee performance at PT. Metanouva Informatika Bandung is considered good by the respondents.

b. Predictors: (Constant), Motivasi Kerja, Lingkungan

ISSN: 1693-8305 e ISSN: 2797-5444



### 2. Effect of Physical Work Environment on Employee Performance

Based on the results of the research described previously, it is known that the level of relationship between the physical work environment and employee performance obtained from the correlation coefficient is categorized as having a strong relationship level. The contribution of the physical work environment to employee performance based on the calculation of the coefficient of determination is 47.6%, it is known that the significant value is 0.004 < 0.05 and the value of t\_count (3.142) > t\_table (2.03693). Then H0 is rejected and H1 is accepted. So that there is a significant effect between the physical work environment on employee performance. This means that the existence of a physical work environment with comfortable and good conditions will make employees feel at home at work, so that it will have an effect on improving employee performance while working.

### 3. The Effect of Work Motivation on Employee Performance

Based on the research results that have been described previously, it is known that the level of relationship between work motivation and employee performance obtained from the correlation coefficient is categorized as having a strong level of relationship. The contribution of work motivation to employee performance based on the calculation of the coefficient of determination is 43.9%. It is known that the sig value is 0.012 < 0.05 and the value of t\_count  $(2.668) > t_table (2.03693)$ , then H0 is rejected and H2 is accepted. So there is a significant effect between work motivation on employee performance. This means that work motivation given to employees will increase employee confidence at work. With work motivation, employees will be encouraged to do something well so that it will improve the employee's performance.

# 4. The Effect of Physical Work Environment and Work Motivation on Employee Performance

Based on the results of the research described previously, it is known that the level of relationship between the physical work environment and work motivation on employee performance obtained from the correlation coefficient (R) of 0.756, this indicates that the independent variable and the dependent variable have a relationship level in the "Strong" category. " The contribution of the physical work environment and work motivation to employee performance based on the calculation of the coefficient of determination is 57.1%. It is known that the value of F\_count 21.331 > F\_table 3.29 and a significant level of 0.000 <0.05 then H0 is rejected, H3 is accepted. So that there is a simultaneous effect between the physical work environment and work motivation on employee performance. This means that it is known that the presence of a comfortable physical work environment and the provision of good work motivation by superiors and office colleagues will affect employee performance.

ISSN: 1693-8305 e ISSN: 2797-5444



#### 4. CONCLUSION

1. Overview of the Physical Work Environment, Work Motivation and Employee Performance

- a. The results of respondents' responses to the physical work environment are in the good category, this indicates that the physical work environment at PT. Metanouva Informatika Bandung as a whole is considered good by the respondents.
- b. The results of respondents' responses to work motivation are in the good category, this indicates that work motivation at PT. Metanouva Informatika Bandung as a whole is considered good by the respondents.
- c. The results of respondents' responses to employee performance are in the good category, this indicates that the performance of employees at PT. Metanouva Informatika Bandung is considered good by the respondents.
- 2. The Effect of Physical Work Environment on Employee Performance

Based on the results of research at PT. Metanouva Informatika Bandung there is a significant positive influence between the variables of the physical work environment on employee performance. This shows that the physical work environment determines the performance given by employees at PT. Metanouva Informatika Bandung.

3. The Influence of Work Motivation on Employee Performance

Based on the results of research at PT. Metanouva Informatika Bandung that there is a significant positive influence between work motivation variables on employee performance. This shows that work motivation determines the performance given by employees at PT. Metanouva Informatika Bandung.

4. The Effect of Physical Work Environment and Work Motivation on Employee Performance

Based on the results of research at PT. Metanouva Informatika Bandung hypothesis testing together or simultaneously (Statistical Test F) shows that there is a significant influence jointly or simultaneously between the physical work environment and work motivation on employee performance. This shows that the performance of employees at PT. Metanouva Informatika Bandung is influenced by the physical work environment and work motivation.

# **Suggestion**

Based on the conclusions of the research, some suggestions that can be put forward are as follows:

1. The company is good in the aspect of decoration in the workplace to be able to create more free space for employees, so that employee mobility while working is higher which

ISSN: 1693-8305 e ISSN: 2797-5444



will improve employee performance. Therefore the company should always pay attention so that the physical work environment is able to create a comfortable atmosphere when employees work.

- 2. It would be better for the company to pay more attention to the distribution of bonuses and incentives to employees to make it more fair, it could be by providing bonuses and incentives according to the work portion of each employee, so that employees will be encouraged to carry out their job duties which will have an impact on improving the performance of the employee.
- 3. Companies are advised to prioritize teamwork so that the quantity in achieving the desired work targets is met.

#### REFERENCES

Bangun, W. (2012). Manajemen sumber daya manusia. Erlangga.

Daryanto. (2017). Manajemen penilaian kinerja karyawan (1st ed.). Gava Media.

Hasibuan, M. (2013). Manajemen sumber daya manusia. Bumi Aksara.

Hudiya, R. D., & Wardhana, A. (2018). Pengaruh lingkungan kerja fisik terhadap kinerja karyawan pada Gita Bawana. *E-Proceeding of Management*, *5*(2), 2698–2707.

Sedarmayanti. (2011). Tata kerja dan produktivitas kerja (Ed. ke-3). CV Mandar Maju.

Siahaan, J., & Supriyadi, E. (2021). Analisis pengaruh motivasi dan lingkungan kerja fisik terhadap kinerja karyawan bagian produksi di PT XYZ. *Jurnal Arastirma*, *1*(2), 9–17.

Sihaloho, R. D., & Siregar, H. (2019). Pengaruh lingkungan kerja terhadap kinerja karyawan pada PT Super Setia Sagita Medan. *Jurnal Ilmiah Socio Secretum*, *9*(2), 273–281.

Sugiyono. (2017). Metode penelitian kuantitatif, kualitatif dan R&D. Alfabeta.

Sutapa, I. K. (2021). Pengaruh motivasi dan lingkungan kerja fisik terhadap kinerja karyawan pada Fave Hotel Kuta Bali. *Journal Research of Management (JARMA, 2, 256–264)*.

Yusa, V. D., & Rananda, A. (2019). Pengaruh motivasi terhadap kinerja karyawan. *Education Journal: Journal Educational Research and Development*, 3(1), 19–24. <a href="https://doi.org/10.31537/ej.v3i1.138">https://doi.org/10.31537/ej.v3i1.138</a>