

Analysis of Work Motivation, Work Environment, and Job Satisfaction Towards Employee Performance at PT Ratu Intan Cargo

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ABSTRACT

This study aims to analyze the effect of work motivation, non-physical work environment, and job satisfaction on employee performance at PT Ratu Intan Cargo. This study involved 50 employees as a population and sample, using a saturated sampling technique. The data used are primary data with a quantitative approach, obtained through distributing questionnaires and processed using the SPSS version 24 application in 2024. The data analysis method applied is multiple linear regression. The results of the study indicate that both partially and simultaneously, work motivation, non-physical work environment, and job satisfaction have a positive and significant effect on employee performance at PT Ratu Intan Cargo, Medan branch. The regression value of work motivation is 0.302 with a t count of 3.653 and a significance of 0.001. For the non-physical work environment, the regression value is recorded at 0.256 with a t count of 2.425 and a significance of 0.019. Meanwhile, job satisfaction has a regression value of 0.196, a t count of 2.247, and a significance of 0.030. Simultaneously, the three variables have a significance of 0.000 and Fcount of 115.376

INTRODUCTION

Employee performance is a key element in the success of an expedition service company (Ahmad et al, 2024). In this industry, speed, accuracy, and quality of service greatly determine customer satisfaction. Efficient and disciplined employees are able to ensure smooth operations, including on-time and damage-free delivery. Good performance not only improves the company's image and reputation but also builds customer loyalty (Wahyono, 2022). In addition, high-performing employees are more adaptive to challenges, thus supporting business sustainability and expansion (Wahyono & Nugraha, 2023).

PT Ratu Intan Cargo (also known as PT Kiki Ratu Intan Express) is a shipping company operating in Indonesia, focusing primarily on cargo and expedition delivery. The company was originally established as CV Ratu Intan Permata in 1988, offering intercity travel services in Sumatra. Since 2005, they have expanded their services into an expedition under the name Kiki or Kiriman Kilat. Headquartered in Jambi City, PT Ratu Intan Cargo currently has several branches, one of which is in Medan. The company has a shipping network to various regions in Indonesia, including all provinces of Sumatra and Java. PT Ratu Intan Cargo provides goods and document delivery services with various types of vehicles according to logistics needs.

Based on the results of observations and interviews conducted regarding the quality of work, quantity of work, efficiency of work time, and employee creativity, it is known that there are still problems with employee performance. In terms of work quality, problems that often arise are inaccuracy in handling packages, such as damage to goods during shipping or errors in the packaging process. This can damage the company's reputation and reduce customer trust. Meanwhile, in terms of work quantity, many employees face obstacles in achieving the target number of deliveries due to limited capacity or delays in the process in the warehouse. These limitations can hinder the achievement of targets and reduce company productivity.

In terms of time, late delivery is often a significant problem, especially when delivery schedules are not met due to external factors such as weather or internal factors such as lack of coordination. These delays can lead to customer dissatisfaction. Finally, in terms of cost effectiveness, companies often face waste due to inefficient use of resources, such as increased fuel costs due to suboptimal delivery routes. This problem, if not addressed immediately, can lead to increased operational costs which ultimately affect the company's profitability. The results of a pre-survey of 20 employees also support these findings, as can be seen:

Table 1. Pre-Survey Results for Employee Performance Variables

No	Statement Items	Agree		Don't agree	
		Amount	%	Amount	%
1	Employees strive to consistently improve the quality of their work.	6	30%	14	70%
2	Employees strive to achieve the set work quantity targets.	5	25%	15	75%
3	Employees are able to complete work tasks within the specified time limit.	5	25%	15	75%
4	Employees have a responsibility to ensure efficient use of resources in completing work.	8	40%	12	60%

Based on the data presented in Table 1, it is known that out of a total of 20 respondents, only 6 employees agreed that they consistently try to improve the quality of their work. Furthermore, only 5 employees agreed that they try to achieve the target quantity of work set by the company. In addition, 5 employees stated that they were able to complete their tasks within the specified time limit. Finally, there were 8 employees who agreed that they were responsible for ensuring the efficient use of resources when completing work. These data indicate problems related to employee performance at PT Ratu Intan Cargo, especially in terms of completing tasks on time and optimizing the quality of work.

Employee performance at PT Ratu Intan Cargo is also influenced by low levels of job satisfaction. Based on observations and interviews conducted, it was found that a number of employees do not enjoy or love their current jobs. This is exacerbated by the large number of employees who are looking for other jobs, because their current jobs do not meet their expectations, especially in terms of income. Most new employees only aim to gain work experience without any long-term commitment, because they feel that work in this company does not provide clear career opportunities. This job dissatisfaction also has an impact on low work morale, so that employees only complete tasks as required without producing adequate work quality. In addition, this dissatisfaction causes a decrease in discipline, as indicated by the large number of employees who do not comply with company regulations and procedures. As a result, employee work performance also decreases. Thus, there is a strong indication that the problem of job satisfaction is one of the main factors affecting employee performance.

The results of a pre-survey of 20 employees also support these findings, as can be seen:

Table 2. Pre-Survey Results for Job Satisfaction Variables

No	Statement Items	Agree		Don't agree	
		Amount	%	Amount	%
1	Employees are very happy with their current jobs at the company.	8	40%	12	60%
2	Employees feel very satisfied with what they get from the company	6	30%	14	70%
3	Employees have a high sense of work enthusiasm in working every day	9	45%	11	55%
4	Employees comply with existing company regulations and work procedures properly.	7	35%	13	65%

Based on Table 2, only 8 respondents stated that they really enjoyed their jobs in the company. As many as 6 respondents were satisfied with what they got from the company, while only 9 respondents stated that they had high work enthusiasm every day. On the other hand, only 7 respondents stated that they complied with the rules and work procedures that apply in the company. These results confirm that there are significant problems related to job satisfaction at PT Ratu Intan Cargo. These problems are identified through employee dissatisfaction with their jobs, both in terms of income and the work experience they gain.

A supportive work environment, both physically and non-physically, is an important factor in supporting employees to carry out their duties comfortably. Based on the results of observations and interviews, it was found that aspects of the physical work environment at PT Ratu Intan Cargo, such as facilities, lighting, tidiness, and room temperature, have been provided well and do not cause significant problems. However, there are a number of obstacles in the non-physical work environment aspects. These problems include a less than optimal supervision system, lack of cooperation between employees, less than harmonious interpersonal relationships, and ineffective communication between employees. These factors contribute to the low performance and job satisfaction of employees in the company.

Management applies a system of supervision that is too strict and authoritarian on employee targets, which causes employees to feel stressed at work. Employees in various teams tend to work in isolation and lack collaboration because they only care about work targets in their team or outlet. This creates a lack of cooperation between employees which hinders the flow of information and exchange of ideas, which in turn can hinder innovation and the achievement of company goals effectively. In addition, sometimes there are still conflicts or tensions between employees, whether due to differences of opinion, unhealthy competition, or other interpersonal problems. These unresolved conflicts create an uncomfortable work environment and disrupt the overall performance of the team. There is still poor communication between management and employees, as well as between fellow employees which creates distance or estrangement, thus creating a less conducive work environment atmosphere.

The results of a pre-survey of 20 employees also support these findings, as can be seen:

Table 3. Pre-Survey Results for Non-Physical Work Environment Variables

No	Statement Items	Agree		Don't agree	
		Amount	%	Amount	%
1	Employees are supervised with good supervisory procedures	7	35%	13	65%
2	Employees always maintain their attitudes and behavior so that they are liked by other coworkers.	10	50%	10	50%
3	Employees have good relationships with other coworkers	9	45%	11	55%
4	Employees have smooth and good communication with management	5	25%	15	75%

Based on the data in Table 3, it was found that only 7 out of 20 respondents agreed that they were supervised with good supervision procedures. Furthermore, only 10 respondents stated that they always maintain their attitudes and behaviors to remain accepted by other co-workers. As many as 9 respondents stated that they had good relationships with co-workers, while only 5 respondents agreed that they had smooth and effective communication with their leaders. This condition indicates a problem in the non-physical work environment aspect at PT Ratu Intan Cargo, especially related to communication and interpersonal relationships between employees and between employees and leaders. This less conducive non-physical work environment can affect the comfort and work productivity of employees.

Employee work motivation at PT Ratu Intan Cargo should be at a high level, considering that the company provides bonuses and incentives for employees who succeed in achieving sales targets. In addition, opportunities to get promotions to better positions are also available for employees who are able to show consistent performance and have adequate work experience. However, the reality in the field shows that these incentives and career opportunities are considered inadequate to encourage employees to work better. This is due to the threat of punishment that is felt to be burdensome and the perception that the rewards given are not commensurate with the workload and pressure faced by employees every day.

In addition, many employees feel less motivated because there is no motive and hope that is strong enough to encourage them to increase work productivity. For example, the amount of incentives given is considered disproportionate to the level of difficulty and work pressure. On the other hand, career development opportunities, such as the promotion of contract workers to foremen or permanent employees, are considered difficult to achieve. This situation reflects a fundamental problem in employee work motivation, where the absence of adequate internal or external motivation makes them less enthusiastic about improving performance.

The results of a pre-survey of 20 employees also support these findings, as can be seen:

Table 4. Pre-Survey Results for Work Motivation Variables

No	Statement Items	Agree		Don't agree	
		Amount	%	Amount	%
1	Employees have a strong drive to work better day by day.	5	25%	15	75%
2	Employees are confident that their hopes of having a better career and position will be achieved.	5	25%	15	75%
3	Employees are given satisfactory incentives if they are able to complete their work targets each month.	8	40%	12	60%

Based on the table, only 5 respondents agreed that they have a strong drive to work better every day. Another 5 respondents stated that they were confident that their hopes of achieving a better career and position could be realized. Finally, only 8 respondents agreed that they were given adequate incentives if they successfully completed their monthly work targets. This finding confirms that there are problems with the work motivation aspect at PT Ratu Intan Cargo, especially related to the lack of drive and hope that can encourage employees to work better over time.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the work results achieved by individuals in carrying out their responsibilities optimally. According to Kasmir (2018), performance reflects a combination of work results and behaviors demonstrated during the implementation of responsibilities over a certain period of time. Factors that influence employee performance include abilities, skills, and knowledge, as well as other elements such as work design, personality, work motivation, leadership, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Kasmir (2018) identified four main indicators for assessing employee performance. Work quality reflects the level of accuracy and relevance of work results to the company's needs. Work quantity measures the volume of work produced, ensuring that output remains efficient and effective. Timeframe shows the employee's ability to complete work within the specified time limit. Finally, cost effectiveness assesses how minimal losses or additional costs are due to errors, so that the company's operational efficiency is maintained.

Work Motivation

Work motivation is an internal or external force that influences a person's enthusiasm for working and achieving predetermined goals. Rivai (2021) defines motivation as an internal drive that drives employees to take positive actions that are in accordance with the company's needs and targets. Motivation is an important element in increasing employee productivity and work commitment.

Rivai (2021) explains three motivational indicators that need to be considered. Motive is an internal drive that arouses enthusiasm to work better and achieve certain goals. Hope refers to the belief that maximum effort will pay off in the form of rewards such as bonuses, promotions, or salary increases that are in accordance with the employee's personal goals. Meanwhile, incentives, both financial and non-financial, play an important role in increasing work motivation. Therefore, company management needs to design a fair and effective incentive system to ensure that employees feel motivated to give their best results.

Non-Physical Work Environment

The work environment is an important element in supporting employee productivity, where a conducive atmosphere can create a sense of security, comfort, and enthusiasm for work. The work environment is divided into two main aspects: physical and non-physical. Nitisemito (2020) defines a non-physical work environment as all aspects around employees that are not physical but affect the comfort and ability of employees to carry out their duties.

Nitisemito (2020) explains four indicators that are used as references to assess the non-physical work environment. The supervision system refers to a structured procedure that ensures that employee tasks are carried out properly. Cooperation between employees shows the ability of employees to work together to solve problems. Relationships between employees describe the quality of social and professional interactions between individuals in the workplace. Finally, communication between employees reflects the smoothness and effectiveness of the exchange of information between employees and superiors. By creating a healthy non-physical work environment, companies can increase overall employee comfort and productivity.

Job Satisfaction

Job satisfaction reflects the positive feelings that employees have towards their jobs, which are usually related to the degree to which their needs and expectations are met. Each individual has a different level of job satisfaction, depending on personal preferences, needs, and a supportive work environment. According to Hasibuan (2021), job satisfaction is a pleasant emotional condition that is created when employees love their jobs and feel fulfilled.

Hasibuan (2021) identified five main indicators to measure job satisfaction. Enjoying work reflects a sense of satisfaction from being able to do a job well. Loving work reflects dedication and maximum effort in working. Work morale involves a positive attitude towards the organization and coworkers. Discipline is seen from employee compliance with company regulations. Finally, work performance reflects optimal work results, supported by employee sincerity and skills. High job satisfaction will encourage employees to work more productively, disciplined, and loyal to the company.

METHODOLOGY

This research was conducted at PT Ratu Intan Cargo located on Jalan Letda Sujono, SBC1 Complex, Block A6, Medan City - North Sumatra for 4 months, namely from October 2024 to January 2025. The population in this study is all employees working in all divisions of PT Ratu Intan Cargo except for the management, which currently numbers 50 employees with the following details:

Table 5. List of Research Population

No	Division Section	Number of employees
1	Logistics Warehouse and Delivery	20
2	Department of Administration and Finance	16
3	HRD (Human Resource Development)	9
4	Marketing and Business Development	5
Total		50

The number of samples used in this study was the entire population, which was 50 respondents. This sampling was carried out using a saturated sampling technique, which means that all individuals in the population were used as samples (Sugiyono, 2019). This approach is appropriate because the population is relatively small, which is less than 100 people, making it possible to involve the entire population in the study. This study uses an associative-quantitative approach that aims to identify the relationship between independent variables (Work Motivation, Non-Physical Work Environment, and Job Satisfaction) with the dependent variable (Employee Performance) at PT Ratu Intan Cargo. The quantitative approach was chosen because this study focuses on numerical data that is processed statistically to produce an objective analysis of the influence between variables (Sugiyono, 2019). Data processing was carried out using the SPSS version 24.0 application, which supports accurate and efficient statistical analysis.

The research data were collected through questionnaires distributed to PT Ratu Intan Cargo employees as respondents. The questionnaire was designed using a Likert scale, which allows respondents to provide assessments of various indicators studied.

1. Work Motivation Indicators include Motives, Expectations, and Incentives.
2. Non-Physical Work Environment Indicators include Supervision Systems, Cooperation Between Employees, Relationships Between Employees, and Communication Between Employees.
3. Job Satisfaction Indicators include Enjoying One's Job, Loving One's Job, Work Morale, Discipline, and Work Performance.
4. Employee Performance Indicators include Work Quality, Work Quantity, Time Period, and Cost Effectiveness.

Data analysis was conducted using multiple linear regression methods to test the simultaneous and partial effects of Work Motivation, Non-Physical Work Environment, and Job Satisfaction on Employee Performance. Before conducting the regression analysis, a series of data quality tests (validity and reliability) and a series of classical assumption tests were conducted, such as:

1. Normality test, to ensure normal data distribution (Rusiadi et al., 2020)

2. Multicollinearity test, to ensure there is no high linear relationship between independent variables (Manullang & Pakpahan, 2018).
3. Heteroscedasticity test, to ensure that error variability is consistent (Sujarweni, 2021).

Furthermore, a determination test (R^2) is conducted to evaluate the extent to which the independent variables are able to explain the variability of the dependent variable (Sujarweni, 2021). This approach allows researchers to gain a deep understanding of the relationships between variables, as well as identify the factors that most influence employee performance.

RESULT

Validity Testing

Table 6. Validity Test Results for Work Motivation Variable (X1)

Statement to -	Symbol	rhitung	critical	Information
1	X1,1	0.649	0.3	Valid / Eligible
2	X1,2	0.624	0.3	Valid / Eligible
3	X1,3	0.615	0.3	Valid / Eligible
4	X1.4	0.808	0.3	Valid / Eligible
5	X1.5	0.867	0.3	Valid / Eligible
6	X1.6	0.380	0.3	Valid / Eligible
7	X1.7	0.637	0.3	Valid / Eligible
8	X1.8	0.599	0.3	Valid / Eligible
9	X1.9	0.783	0.3	Valid / Eligible

Table 7. Validity Test Results for Non-Physical Work Environment Variables(X2)

Statement to -	Symbol	rhitung	critical	Information
1	X2,1	0.579	0.3	Valid / Eligible
2	X2,2	0.405	0.3	Valid / Eligible
3	X2,3	0.359	0.3	Valid / Eligible
4	X2.4	0.670	0.3	Valid / Eligible
5	X2.5	0.426	0.3	Valid / Eligible
6	X2.6	0.649	0.3	Valid / Eligible
7	X2.7	0.525	0.3	Valid / Eligible
8	X2.8	0.564	0.3	Valid / Eligible

Table 8. Validity Test Results for Job Satisfaction Variable (X3)

Statement to -	Symbol	rhitung	critical	Information
1	X3,1	0.743	0.3	Valid / Eligible
2	X3,2	0.337	0.3	Valid / Eligible
3	X3,3	0.517	0.3	Valid / Eligible
4	X3,4	0.620	0.3	Valid / Eligible
5	X3.5	0.559	0.3	Valid / Eligible
6	X3.6	0.652	0.3	Valid / Eligible
7	X3.7	0.666	0.3	Valid / Eligible
8	X3.8	0.630	0.3	Valid / Eligible

Statement to -	Symbol	rhitung	critical	Information
9	X3,9	0.660	0.3	Valid / Eligible
10	X3,10	0.564	0.3	Valid / Eligible

Table 9. Validity Test Results for Employee Performance Variable (Y)

Statement to -	Symbol	rhitung	critical	Information
1	Y,1	0.687	0.3	Valid / Eligible
2	Y,2	0.425	0.3	Valid / Eligible
3	Y,3	0.470	0.3	Valid / Eligible
4	Y,4	0.499	0.3	Valid / Eligible
5	Y,5	0.376	0.3	Valid / Eligible
6	Y,6	0.684	0.3	Valid / Eligible
7	Y,7	0.347	0.3	Valid / Eligible
8	Y,8	0.449	0.3	Valid / Eligible

Based on the results of the validity test, each statement item in all variables used showed an rcount value greater than 0.3. This indicates that all data used in the study meets the validity requirements, so it can be ascertained that the data is valid and worthy of further analysis (Manullang & Pakpahan, 2018).

Reliability Testing

Table 10. Reliability Test Results for Work Motivation Variable (X1)

Reliability Statistics				
Variables	Cronbach's Alpha	N of Items	Condition Cronbach's Alpha	Conclusion
Work Motivation (X1)	0.897	9	Cronbach's Alpha > 0.70	Reliable or Reliable
Non-Physical Work Environment (X2)	0.808	8		
Job Satisfaction (X3)	0.874	10		
Employee Performance (Y)	0.786	8		

The Cronbach's Alpha value of all variables has been greater than 0.70. Therefore, the data used in this study has been proven to be reliable, meaning that the consistency of data measurement in this study is guaranteed (Sujarweni, 2021).

**Classical Assumption Test
 Data Normality Test**

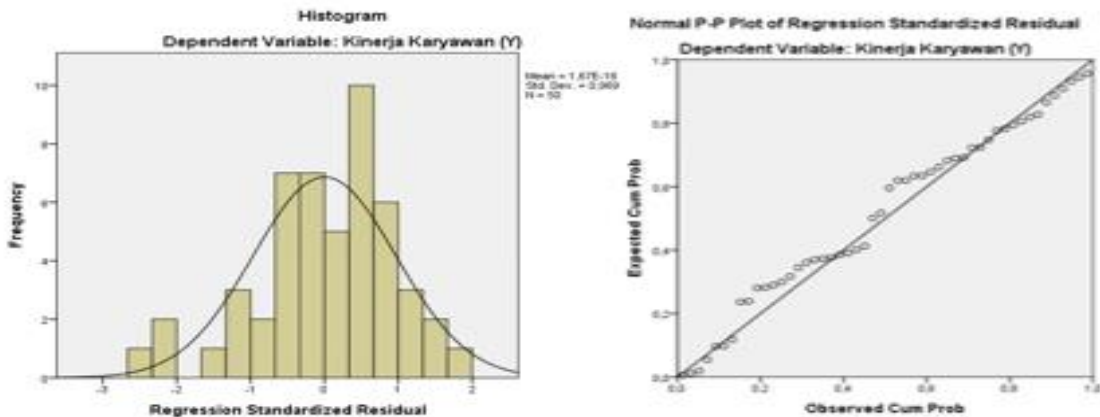


Figure 1. Histogram and PP Plot Graph

Table 11. Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	50
Asymp. Sig. (2-tailed)	0.200 ^{c,d}

The Histogram graph shows that the shape of the graph has a convex pattern resembling a bell (bell shape) and does not tilt to the left or right. The PP Plot graph shows that 50 data points have spread along the diagonal line, which indicates a normal data distribution. The results of the Kolmogorov-Smirnov test show a significance value of 0.200, which is greater than 0.05. This proves that the data has indicated normality (Rusiadi et al., 2020).

Multicollinearity Test

Table 12. Multicollinearity Test Results

Coefficients^a					
Model	Collinearity Statistics				
	Tolerance	Condition Tolerance	VIF	Condition VIF	Conclusion Multicollinearity
1.(Constant)					
Work Motivation (X1)	0.196	Tolerance > 0.10	5,098	VIF < 10	No Multicollinearity Problem
Non-Physical Work Environment (X2)	0.186		5,374		
Job Satisfaction (X3)	0.164		6,111		

a. Dependent Variable: Employee Performance (Y)

Multicollinearity testing shows that all variables have tolerance values greater than 0.10 and VIF values less than 10. These results indicate that there is no multicollinearity problem in the regression model, so that the independent variables can be interpreted individually (Sujarweni, 2021).

Heteroscedasticity Test

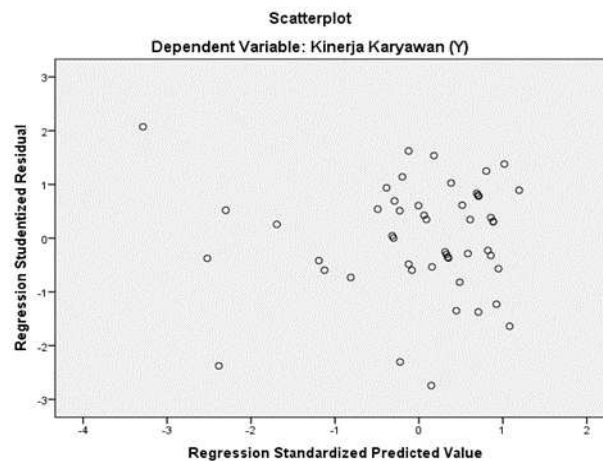


Figure 2. Results of Heteroscedasticity Test

Table 13. Glejser Test

Coefficientsa			
Model	Sig.	Sig. Requirements	Conclusion
1 (Constant)	0.109		
Work Motivation (X1)	0.220	Sig > 0.05	No Heteroscedasticity Symptoms
Non-Physical Work Environment (X2)	0.797		
Job Satisfaction (X3)	0.538		
A. Dependent Variable: Absolute_Residual			

The results of multiple linear regression analysis show the relationship between the independent variables of Work Motivation (X1), Non-Physical Work Environment (X2), and Job Satisfaction (X3) on the dependent variable of Employee Performance (Y). The resulting regression model is:

$$Y = 5,672 + 0.302X1, +0.256X2, +0.196X3, + e$$

The constant of 5.672 shows that if all independent variables (Work Motivation, Non-Physical Work Environment, and Job Satisfaction) are zero, then the average value of Employee Performance is 5.672. This shows that without the influence of independent variables, there are still other factors that affect Employee Performance.

Work Motivation (X1)

The regression coefficient for Work Motivation is 0.302, with a positive significance value. This means that every one unit increase in Work Motivation will increase Employee Performance by 0.302 units, assuming other independent variables are constant. This effect is positive, indicating that the higher the work motivation, the higher the employee performance.

Non-Physical Work Environment (X2)

The regression coefficient for Non-Physical Work Environment is 0.256, also indicating a positive effect. This means that every one unit increase in Non-Physical Work Environment will increase Employee Performance by 0.256 units, assuming other variables remain constant. A comfortable non-physical work environment, such as good communication and work relationships, can support increased performance.

Job Satisfaction (X3)

The regression coefficient for Job Satisfaction is 0.196, indicating a positive relationship. Every one unit increase in Job Satisfaction will increase Employee Performance by 0.196 units, assuming other variables are constant. This means that the more satisfied employees are with their jobs, the more likely they are to improve their performance.

All independent variables (Work Motivation, Non-Physical Work Environment, and Job Satisfaction) have a positive influence on the dependent variable (Employee Performance). This means that an increase in these three variables will have a significant impact on increasing employee performance.

Work motivation is the variable that most influences the dependent variable (Employee Performance) because it has the largest Standardized Coefficients Beta value, namely 0.417, and also the largest regression value, namely 0.302 (Sugiyono, 2019).

Hypothesis Testing

Partial Test (t-Test)

Table 15. t-Test Results (Partial Test)

Coefficients ^a						
Model		count	table	Sig.	Condition Sig.	Conclusion
1	(Constant)	3,582		0.001		
	Work Motivation (X1)	3,653	2,013	0.001	Sig < 0.05	Significant
	Non-Physical Work Environment (X2)	2,425	2,013	0.019	Sig < 0.05	Significant
	Job Satisfaction (X3)	2,247	2,013	0.030	Sig < 0.05	Significant
a. Dependent Variable: Employee Performance (Y)						

The t-value for the constant is 3.582, with a significance value of 0.001 (less than 0.05). This shows that the constant in the regression model is significant. This means that even though there is no contribution from the independent variable, there are still other factors that influence Employee Performance, as reflected in the constant value.

Work Motivation (X1)

The calculated t value (3.653) is greater than the t table (2.013), and the significance value (0.001) is less than 0.05. This shows that Work Motivation has a partial significant effect on Employee Performance. Increasing work motivation, such as providing incentives, awards, and career development, will significantly improve employee performance. Therefore, companies need to proactively motivate employees to maximize their potential.

Non-Physical Work Environment (X2)

The calculated t value (2.425) is greater than the t table (2.013), and the significance value (0.019) is less than 0.05. This shows that the Non-Physical Work Environment partially has a significant effect on Employee Performance. A conducive non-physical work environment, such as good working relationships, smooth communication, and solid cooperation, has a significant impact on improving employee performance. Companies need to create a supportive work atmosphere, both in terms of communication and interpersonal relationships, to achieve optimal results.

Job Satisfaction (X3)

The calculated t value (2.247) is greater than the t table (2.013), and the significance value (0.030) is smaller than 0.05. This shows that Job Satisfaction has a partial significant effect on Employee Performance. Employees who are satisfied with their jobs tend to have better performance. Job satisfaction can be improved through the provision of adequate work facilities, recognition of contributions, and career development that is in accordance with employee expectations.

Simultaneous Test (F Test)

Table 16. F Test Results (Simultaneous Test)

ANOVA							
Model	df	Fcount	Ftable	Sig	Sig. Requirements	Conclusion	
1	Regression	3	115,376	2,807	0.000b	< 0.05	Significant
	Residual	46					
	Total	49					
a. Dependent Variable: Employee Performance (Y)							
b. Predictors: (Constant), Work Motivation (X1), Non-Physical Work Environment (X2), Job Satisfaction (X3)							

The Fcount value (115.376) is much larger than Ftable (2.807), and the significance value (0.000) is smaller than 0.05. This shows that simultaneously, the independent variables Work Motivation (X1), Non-Physical Work Environment (X2), and Job Satisfaction (X3) have a significant influence on the dependent variable Employee Performance (Y).

The three independent variables tested (Work Motivation, Non-Physical Work Environment, and Job Satisfaction) together contributed significantly in explaining changes in Employee Performance. This means that companies cannot rely on just one variable, but need to manage all three aspects in an integrated manner to improve employee performance.

Determination Test

Table 17. Determination Test Results

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.940 ^a	0.883	0.875	1.44672
a. Predictors: (Constant), Work Motivation (X1), Non-Physical Work Environment (X2), Job Satisfaction (X3)				
b. Dependent Variable: Employee Performance (Y)				

The R value (0.940) shows a very strong relationship between the independent variables (Work Motivation, Non-Physical Work Environment, and Job Satisfaction) and the dependent variable (Employee Performance). The R Square value (0.883) states that 88.3% of the variation or change in the Employee Performance variable can be explained by the three independent variables. The regression model used is very strong in explaining the influence of independent variables on the dependent variable, with a contribution of 88.3%.

Adjusted R Square(0.875) corrects R Square by considering the number of independent variables and sample size. With a value of 87.5%, this shows that the regression model remains stable even though there are adjustments. Std. Error of the Estimate(1.44672) shows the level of deviation of the observed values from the resulting regression model. The smaller this value, the better the model. As much as 88.3% of employee performance is influenced by work motivation, non-physical work environment, and job satisfaction, while the remaining 11.7% is influenced by other factors outside this model.

DISCUSSION

1. The Influence of Work Motivation (X1) on Employee Performance (Y)

Based on the analysis conducted through multiple linear regression method and t-test, it was found that work motivation partially has a significant positive impact on employee performance at PT Ratu Intan Cargo. Thus, the first hypothesis (H1) can be accepted because the results of this study support the hypothesis that has been proposed, so H_a is accepted and H_o is rejected. This study is in line with Kasmir's (2018) view that employee performance, both in terms of results and work behavior, is influenced by various factors, one of which is work motivation. In addition, Handoko (2018) also stated that work motivation is one of the main elements that influences employee performance.

The results of this study are also supported by the results of research conducted by Safira & Tanjung (2024), Wardani (2024), Widiyanti et al (2024), and Sani & Kasmari (2024) which show that work motivation has a positive and significant effect on employee performance. Work motivation is an internal drive that drives. High motivation will encourage employees to work more productively, creatively, and committed to the company (Ahmad et al., 2023). Based on three main indicators of work motivation, namely: motives, expectations, and incentives, work motivation can encourage employees to achieve optimal work results (Wardani, 2024). Motives refer to the underlying

reasons that drive a person to work (Artiyany, & Sunrawali, 2022). At PT Ratu Intan Cargo, motives can be economic needs, career development, or a sense of responsibility towards the company. When employees have strong motives, they tend to show greater dedication in completing their tasks. For example, employees who are motivated to improve family welfare will work hard to achieve targets, so that their performance increases (Sani & Kasmari, 2024). Expectancy refers to employees' belief that their efforts will result in appropriate rewards (Charli et al, 2020). If the management of PT Ratu Intan Cargo is able to create a work environment that promises real results for the efforts made, then employees will be motivated to work better. For example, if an employee believes that achieving work targets will bring opportunities for promotion or recognition from superiors, they will be more motivated to give their best performance (Safira & Tanjung, 2024). Incentives include financial or non-financial rewards given to employees (Widiantari et al, 2024). At PT Ratu Intan Cargo, incentives such as bonuses, allowances, or performance-based awards can spur work enthusiasm. When employees feel that their efforts are appreciated, they will be motivated to work harder and more efficiently. In addition, non-financial incentives such as verbal awards, certificates, or public recognition also have a positive impact on employee performance (Sani & Kasmari, 2024). Work motivation based on motives, expectations, and incentives can create a close relationship between individual efforts and the results achieved. When these three indicators are well managed by management, the result is increased productivity, efficiency, and quality of employee work (Wahyono & Suwarno, 2023).

2. The Influence of Non-Physical Work Environment (X2) on Employee Performance (Y)

The results of multiple linear regression testing and t-test indicate that the non-physical work environment has a positive and significant partial influence on employee performance at PT Ratu Intan Cargo. This proves that the second hypothesis (H2) is accepted because the results of the study are consistent with the proposed hypothesis, so H_a is accepted and H_o is rejected. This study is in line with the theory put forward by Kasmir (2018), which states that various factors can affect employee performance, including the work environment. Sutrisno (2019) also explains that the work environment is one of the important aspects that plays a role in determining the quality of an employee's performance. The results of this study are also supported by the results of research conducted by Sanjaya & Febrian (2024), Ramadan et al (2024), Sofia et al (2024), and Yusuf et al (2023) which show that the work environment has a positive and significant effect on employee performance.

The non-physical work environment includes aspects that are not physical, but have a major impact on the work atmosphere and employee performance (Ramadan et al, 2024). Based on four main indicators of the non-physical work environment, namely: supervision system, cooperation between employees, relationships between employees, and communication between employees can have a positive impact on employee performance at PT Ratu Intan Cargo. A good supervision system helps create a conducive work environment (Sanjaya & Febrian, 2024). At PT Ratu Intan Cargo, transparent, fair, and

constructive supervision can increase employee motivation to work more disciplined and efficiently. Supervision that is too strict or unclear can actually cause stress, while supportive supervision gives employees a sense of trust. With the right supervision system, employees feel more motivated to complete tasks according to expected standards (Sofyan et al, 2020).

Harmonious cooperation among employees is an important element in a non-physical work environment (Sofia et al, 2024). When employees at PT Ratu Intan Cargo support each other and work together in completing tasks, work efficiency increases. For example, good cooperation in managing logistics or solving operational problems can accelerate the achievement of company targets. In addition, a collaborative work atmosphere also helps create a sense of togetherness that encourages employees to give their best (Sanjaya & Febrian, 2024). Positive relationships between employees play a significant role in creating a comfortable work environment (Sofyan et al, 2020). At PT Ratu Intan Cargo, relationships based on mutual respect and tolerance can reduce conflict and increase harmony in the workplace. Good relationships also create a sense of security for employees, so they can focus on their work without being distracted by negative interpersonal dynamics (Sofyan et al, 2020). This contributes to increased productivity and job satisfaction.

Effective communication is the foundation of a healthy work environment (Yusuf et al, 2023). At PT Ratu Intan Cargo, clear, open, and two-way communication helps prevent misunderstandings and improves coordination. When employees feel that their ideas, complaints, or input are heard by both coworkers and management, they will feel valued. Good communication also speeds up problem solving and decision making, which ultimately has a positive impact on individual and team performance. A good non-physical work environment helps create a work atmosphere that supports the development of employee potential (Ramadan et al, 2024). With a fair supervision system, solid cooperation, harmonious employee relations, and effective communication, employees at PT Ratu Intan Cargo can work more productively, innovatively, and enthusiastically (Sanjaya & Febrian, 2024). This shows that a non-physical work environment not only affects individual performance, but also the performance of the team and the company as a whole (Sanjaya & Febrian, 2024).

3. The Influence of Job Satisfaction (X3) on Employee Performance (Y)

Based on testing using multiple linear regression methods and t-tests, it can be concluded that job satisfaction partially has a significant positive effect on employee performance at PT Ratu Intan Cargo. With these results, the third hypothesis (H3) is accepted because it is supported by research data, so H_a is accepted and H_o is rejected. This finding is in accordance with the theory put forward by Kasmir (2018), which explains that factors that influence employee performance include work results and work behavior, and one of these factors is job satisfaction. A similar view is also put forward by Handoko (2018), who states that job satisfaction is one of the main variables that determines individual performance in the workplace. The results of this study are also supported by the results of research conducted by Marlius & Melaguci (2024), Kusumadewi et al

(2023), Riskawati et al (2023), and Hasanah & Markus (2023) which show that job satisfaction has a positive and significant effect on employee performance.

Job satisfaction is a positive feeling that arises from an individual's assessment of his/her work (Ahmad, 2023). Based on five main indicators of job satisfaction, namely: enjoying one's job, loving one's job, work morale, discipline, and work performance, job satisfaction at PT Ratu Intan Cargo has been proven to have a positive and significant influence on employee performance. When employees are happy with their work, they tend to be more enthusiastic and motivated to complete tasks (Charli et al, 2020). At PT Ratu Intan Cargo, employees who enjoy their work are able to work with full dedication, so that productivity increases. For example, employees who enjoy logistics management activities will be more careful in ensuring that goods are delivered on time. Loving a job means having a strong emotional commitment to the job (Hasanah & Markus, 2023). At PT Ratu Intan Cargo, employees who love their jobs show high loyalty and are willing to work extra to achieve company goals. Feelings of love for the job also create pride in what they do, which ultimately improves the quality of work (Riskawati et al., 2023).

High work morale at PT Ratu Intan Cargo reflects employees' positive attitudes towards their work (Marlius & Melaguci, 2024). Employees with good work morale tend to maintain harmonious relationships with coworkers, avoid conflict, and focus on completing tasks. Good work morale also increases employees' sense of responsibility for the results of their work, which has a direct impact on work efficiency and effectiveness (Hudzaifah, 2023). Discipline is an important indicator of job satisfaction (Artiyany, & Sunrawali, 2022). At PT Ratu Intan Cargo, discipline is reflected in employee compliance with company rules, work schedules, and predetermined targets. Discipline helps create an organized work environment, so that company operations run smoothly. Disciplined employees tend to provide consistent and reliable performance (Wahyono & Suwarno, 2023). Job performance is a tangible result of a high level of job satisfaction (Hudzaifah, 2023). At PT Ratu Intan Cargo, employees who are satisfied with their jobs tend to achieve better performance. For example, employees who successfully complete the delivery of goods according to the target time show that job satisfaction contributes to individual and company achievement. Job satisfaction has a significant positive impact on employee performance at PT Ratu Intan Cargo. By ensuring that employees are happy and love their jobs, have good work morale, are disciplined, and are able to achieve work performance, the company can improve employee performance (Kusumadewi et al, 2023).

4. The Influence of Work Motivation (X1), Non-Physical Work Environment (X2), and Job Satisfaction (X3) on Employee Performance (Y)

The results of the analysis using multiple linear regression and F test show that work motivation, non-physical work environment, and job satisfaction together have a significant positive effect on employee performance at PT Ratu Intan Cargo. Therefore, the fourth hypothesis (H4) can be accepted because the results of the study support the proposed hypothesis, so that H_a is accepted and H_o is rejected. This study supports the theory put forward by Kasmir (2018),

which explains that employee performance is influenced by various factors, both in terms of results and work behavior. These factors include ability, knowledge, work design, personality, work motivation, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. The results of this study are also supported by the results of research conducted by Hudzaifah (2023), Sofyan et al (2020) and Charli et al (2020) which provide results that work motivation, work environment, and job satisfaction simultaneously have a positive and significant effect on employee performance. PT Ratu Intan Cargo is a logistics company engaged in the field of shipping goods with a focus on speed, security, and efficiency. The success of this company is highly dependent on optimal employee performance. Employee performance can be influenced by various factors, including work motivation, non-physical work environment, and job satisfaction. Simultaneously, these three factors have a significant influence on employee performance, especially in relation to performance indicators such as work quality, work quantity, time frame, and cost effectiveness. Work motivation is the main driver that drives employees to work optimally. At PT Ratu Intan Cargo, work motivation is reflected in three main indicators: motives, expectations, and incentives. Employees who understand the goals and reasons for working have a stronger drive to achieve the targets that have been set. This affects the quality of work, because employees try to give their best in every task. The expectation of appreciation and recognition from the company motivates employees to increase the quantity of work, for example by completing more deliveries of goods in a day. The incentives provided, both in material and non-material forms, increase employee satisfaction, which ultimately affects cost effectiveness by reducing work errors and waste of resources.

A good non-physical work environment creates a work atmosphere that supports productivity. At PT Ratu Intan Cargo, indicators of a non-physical work environment include a supervision system, cooperation between employees, relationships between employees, and communication. Fair and transparent supervision ensures that employees work according to company standards. This increases the time frame for completing tasks because employees are more focused and directed. Good cooperation increases team efficiency in completing tasks together. This affects the quantity of work, because the team is able to complete more work collectively (Wahyono, 2022). A harmonious working relationship creates a sense of comfort and encourages employees to give their best, so that the quality of work improves. Effective communication helps reduce errors and speeds up the work process. This supports cost effectiveness, because the company can minimize expenses due to operational errors.

Job satisfaction is the key to maintaining employee loyalty and productivity (Hudzaifah, 2023). At PT Ratu Intan Cargo, employees who enjoy their work are more motivated to improve the quality of work, because they feel emotionally connected to the tasks they do. A sense of love for work creates a high commitment. This has an impact on the time period, because employees are more enthusiastic about completing tasks on time. Good work morale creates a positive atmosphere in the workplace, which encourages work quantity through

increased collaboration and team spirit. Discipline ensures that tasks are completed according to established standards. This supports cost effectiveness through work efficiency. Employees who feel appreciated for their achievements tend to try harder to maintain or improve their performance, which has a positive impact on all performance indicators (Kusumadewi et al, 2023).

The three factors of work motivation, non-physical work environment, and job satisfaction together create a synergy that has a significant impact on employee performance at PT Ratu Intan Cargo. When employees are motivated, work in a supportive environment, and feel satisfied with their work, they are able to make maximum contributions to the company (Charli et al, 2020). Improved work quality occurs when employees feel motivated and satisfied, and supported by good communication and working relationships (Wahyono & Nugraha, 2023). Solid work motivation and teamwork allow employees to complete more work in a certain time. An effective supervision system, discipline, and a sense of love for work help employees complete tasks on time. With the right combination of incentives, a conducive work environment, and good work morale, companies can reduce waste and increase operational efficiency.

Work motivation is the most dominant variable that influences employee performance at PT Ratu Intan Cargo compared to non-physical work environment variables and job satisfaction because motivation is the main driver that drives employee behavior and actions to achieve goals. Work motivation includes three main indicators, namely: motives, expectations, and incentives that have a direct and real impact on the quality, quantity, duration, and cost effectiveness of work. Motives are the basic reasons that drive employees to work. At PT Ratu Intan Cargo, employees who have strong motives such as the desire to achieve personal targets or contribute to the success of the company will tend to be more focused and proactive in carrying out their duties. This has a direct impact on the quality and quantity of their work.

The expectation of appreciation, recognition, or career development provides a strong stimulus for employees to work harder. This expectation not only affects productivity but also ensures the completion of tasks within the right time frame. With directed expectations, PT Ratu Intan Cargo employees are able to maintain the company's operational efficiency. Incentives, both material and non-material, serve as motivation boosters. In a logistics environment such as PT Ratu Intan Cargo, rewards in the form of bonuses or recognition for performance greatly influence employee morale, which has an impact on cost effectiveness through reduced errors and increased efficiency. Compared to non-physical work environment and job satisfaction, work motivation directly directs employee actions and influences their work results. When employees have a strong drive from within themselves, they are better able to overcome challenges, work with high enthusiasm, and make maximum contributions to the company.

CONCLUSION AND RECOMMENDATION

Work motivation, non-physical work environment, and job satisfaction, both partially and simultaneously, have a positive and significant effect on employee performance at PT Ratu Intan Cargo. where mWork motivation is the variable with the greatest influence on employee performance. To improve the performance of PT Ratu Intan Cargo employees, it is recommended that the company implement a performance-based reward program, clarify career paths, and provide skills training. Create a work environment that supports effective communication through training, regular discussion forums, and internal communication platforms. Tasks must be in accordance with employee interests, supported by material or non-material rewards, and self-development programs such as mentoring. The company also needs to set clear work standards, provide technical training, regular evaluations, constructive feedback, and awards for quality work results.

FURTHER STUDY

This research still has limitations so further research is needed on Analysis of Work Motivation, Work Environment, and Job Satisfaction Towards Employee Performance to perfect this research and increase insight for readers.

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