



Effect of Work Environment, Motivation and Job Satisfaction on Employee Performance at PT. Dua Tiga Sejahtera

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Abstract

This study aims to determine and analyze the influence of the work environment, motivation and job satisfaction on the performance of employees of PT. Dua Tiga Sejahtera. The object of this research is the work environment, motivation and job satisfaction on the performance of employees of PT. Dua Tiga Sejahtera. The population in this study are all employees at PT. Dua Tiga Sejahtera as many as 33 employees. While the sample in this study were all employees, namely 33 respondents. The analytical tool used is multiple linear regression using SPSS 25 software. Based on the results of the research conducted, it can be concluded that (1) work environment, motivation and job satisfaction have a positive and significant effect on employee performance; (2) the work environment has a positive and significant effect on employee performance; (3) Motivation has a significant effect on employee performance; (4) job satisfaction has a positive and significant effect on employee performance.

Keywords: Work Environment, Motivation, Job Satisfaction, Employee Performance

Introduction

Human resources are important in an organization, where it will affect the organization in the future in achieving organizational goals. Human Resources who have the knowledge and skills are expected to be able to improve the quality of the performance process and work results (Sukrispiyanto, 2019). Organizations that have been supported by facilities and infrastructure but are not supported by good human resources, the goals of the organization will not be realized properly either. The company's success in achieving its goals is highly dependent on the performance of its human resources. This means that with good management, planning and coordination, human resources can improve their performance optimally.

Over time, existing human resources are sometimes not noticed and ignored. Although it is often heard that the management of human resources in an organization is quite important,

the reality is that there are still deficiencies in handling and managing human resources properly. The existence of an obligation to increase work makes every human resource carry out work and activities in a productive, effective and efficient way. But as we know, performance will vary from person to person. To improve the performance of all employees, there are several driving factors that influence consisting of several factors such as intrinsic factors and extrinsic factors including the motivation possessed by employees at work, the work environment around employees, and the satisfaction felt by employees at work (Ayu et al., 2016).

The success and success of an organization is a representation of high employee performance. Performance is the knowledge of an organization in utilizing assets proficiently and appropriately to achieve organizational goals (Bukit et al., 2017). Problems that occur in performance will affect and have a direct impact on organizations or agencies (Simamora, 2015). According to Fahmi (2014) Performance or work performance is the result of an employee's work for a certain period of time, for example standards, targets, goals or criteria that have been determined in advance and mutually agreed upon. In order to create good employee performance, in addition to needing a good and conducive work environment, work motivation is also needed from within the employee so that positive job satisfaction grows and is felt by employees, this will produce employees who are competent and loyal to the company. (Sedarmayanti, 2011).

To improve employee performance so that they can be qualified and work well, companies are required to provide a good and conducive work environment Afandi (2016: 51). Where according to Afandi (2016: 51) the work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment. According to Rivai (2012) the work environment is organizational elements as a *social system* that has a strong influence in the formation of individual behavior in organizations and influences organizational achievement. Therefore, an inadequate work environment will cause a decrease in employee performance and a decrease in the level of employee motivation.

The importance of work motivation for a company is as a motivating factor for employees. Mangkunegara (2015) revealed that work motivation is a condition that influences arousing, directing, and maintaining behavior related to the work environment. According to Sardiman (2017: 73), motivation can be interpreted as an effort that encourages someone to do something. The problem of motivating employees is not easy, because one employee has different needs, desires and expectations. Therefore, if management can understand motivational problems and solve them, the company will get the best employee performance according to predetermined standards and with that it is hoped that employee job satisfaction with the company will also increase.

In addition to motivation and work environment, there are other factors that must also be considered in encouraging employee performance, namely job satisfaction. Each individual employee has a different level of satisfaction. Sutrisno (2017) says that job satisfaction is related to employee attitudes towards work, cooperation, appreciation at work, job opportunities and everything related to physical and psychological factors. Satisfaction can be

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said to be an attitude that is reflected through a person's performance from the difference between the number of awards received and the awards they think should be received (Robbins & Judge, 2013).

PT. Dua Tiga Sejahtera is a business group engaged in the supply of heavy equipment and materials for PT. Dua Tiga Sejahtera was established on 16 September 2016 where the company provides all construction materials and equipment needed to complete the work in one unit of work in a construction process. The heavy equipment used are *excavators*, *crawler tractors* and *dump trucks* , while PT. Dua Tiga Sejahtera provides Cement, Precast and Prestressed Concrete, Construction Steel, Mild Steel Oil Asphalt, Buton Asphalt, Ceramics, Glass, Video Input Data *Supply* .

The first factor that influences employee performance is the work environment, one of the company's efforts to maintain employee performance is to look at the work environment. From each measurement indicator there are still some that have not been realized, namely with regard to the working atmosphere, the leadership of PT. Two-Three-Sejahtera lacks in analyzing work environment problems, which can achieve goals. With regard to the availability of employee facilities, leaders are lacking in providing adequate work facilities to employees in an effort to improve performance. With regard to the relationship between co-workers, the leader does not respond to criticism from employees or subordinates and the leader lacks in providing motivation in the form of positive encouragement to employees to improve performance. This of course can affect employee performance and will have an impact on achieving organizational goals at PT. Dua Tiga Sejahtera.

The second factor that influences employee performance is work motivation. Work motivation is needed by the organization so that employees of PT. Dua Tiga Sejahtera continues to work well and always gives the best performance for the company. However, with regard to work motivation related to the direction of behavior of PT. Dua Tiga Sejahtera feels they don't get support in completing a job so they still feel less confident at work. With regard to the level of business there are still employees who are not focused on work so that the company's targets are not met. The level of persistence at PT. Dua Tiga Sejahtera is lacking in providing motivation and enthusiasm at work so that employees easily become discouraged when they fail.

The third factor that influences employee performance is job satisfaction. Job satisfaction and performance have a very close relationship. But with regard to being happy at work the leaders of PT. Dua Tiga Sejahtera still feels that the work results of some employees are not satisfactory so that it will have a negative impact on the company. Regarding enthusiasm for work, employees of PT. Dua Tiga Sejahtera feels that the company does not pay attention to the results of its work, which causes frustration and will affect the work targets that have been planned. Supporting working conditions at PT. Two-Three-Sejahtera still lacks achievement of several needs that are considered a priority for the company, such as employees who still feel that the company does not pay attention to the infrastructure and work environment which are job security. And with regard to supportive work partners, there is still a lack of social relations between co-workers so that they do not support the implementation of existing tasks.

In research conducted by Yovie Ernanda (2022) entitled "The Influence of Motivation, Work Environment and Job Satisfaction on Employee Performance at PT. Asia Lujur" shows

that motivation has no effect on performance, work environment has a positive and significant effect on performance, job satisfaction has no effect on performance and simultaneously motivation, work environment and job satisfaction have an effect on performance. Meanwhile, research conducted by Souvya Fithrie (2022) "The Influence of the Work Environment, Work Motivation and Job Satisfaction on the Performance of Riau Tax Vocational High School Teachers" shows that the work environment has a significant effect on performance, motivation has a significant effect on performance, job satisfaction has a significant effect on performance and Simultaneous work environment, motivation and job satisfaction have a significant effect on performance.

Literature review

Human Resource Management Concept

According to Hasibuan's definition (2017) regarding human resource management, namely the science and art of managing employee relationships and roles to help achieve company, employee and community goals effectively and efficiently.

Mangkunegara (2017) Human resource management is planning, organizing, coordinating, implementing and supervising procurement, developing compensation, integration, maintenance and division of labor to achieve organizational goals.

Based on some of the definitions above, it can be concluded that human resource management is the science and art of effective management in managing and developing human resources in achieving effective and efficient goals for organizations and companies.

Factors Affecting Human Resources

Human Resource Development starts from the time a person is accepted as an employee until the end of the duties concerned at the Company, therefore the development of Human Resources never stops as long as the company is still operating. Regarding productivity itself, this can be achieved if the influencing factors are considered as early as possible and these factors are (Koesmono, 2005: 390):

1. Knowledge _

Knowledge can be obtained, both formally and non-formally. In general, someone who has a higher education will have broader insights, especially regarding the appreciation of the importance of productivity. The high awareness of productivity can encourage the workforce concerned to take productive actions.

2. Skills _

One's skills are important in supporting production activities and especially to achieve productivity, because in reality the skills possessed by most of our workforce are still of low quality, this is a separate problem that requires special attention for the business world engaged in manufacturing.

3. Attitude _

A person's attitude will certainly affect all activities carried out, because attitude is an essential part of a person's personality. Therefore, the size of a person's work will also be influenced by the attitude one has in various existing conditions.

4. Behavior _

Within the organization, of course, there are many factors that influence a person to achieve the goals that have been set, while the course of the organization is certainly colored by the behavior of individuals who feel interested in their respective groups. The behavior of individuals within the organization certainly greatly influences the organization both directly and indirectly, this is due to the different abilities of individuals in dealing with their tasks or activities. Behavior will arise or emerge as a result of influence or stimulation.

Based on the explanation above, the authors conclude that the factors that influence Human Resources (HR) are knowledge, skills, attitudes, and behavior.

Work Environment Concept

Definition of Work Environment

The work environment according to Afandi (2018: 66) is everything in the workforce that is able to influence him in carrying out his duties, for example, cleanliness of the workplace, noise, lighting, temperature, ventilation, humidity, and the presence of work fittings. According to Nitisemito (2015) the work environment is everything that exists around workers who can influence them in carrying out their duties. Meanwhile, according to Rivai (2012) the work environment is organizational elements as a social system that has a strong influence in the formation of individual behavior in organizations and influences organizational achievement. The work environment is also interpreted as all the supporting tools encountered, the environment around the worker, his work methods, as a result of his work both for individuals and as a group. A comfortable and good work environment provides a feeling of security and allows employees to work optimally. If an employee likes the work environment where he works, then the employee will feel at home at work, carry out his activities so that work time is used effectively, but on the contrary an inadequate work environment will reduce employee performance. According to (Nitisemito 2013: 97) the work environment is everything that is around employees and can affect them in carrying out the tasks assigned to them, for example by having air conditioner (AC), adequate lighting and so on.

Type of Work Environment

According to Sarwoto (2015) broadly speaking, the type of work environment is divided into two, namely:

1. Physical work environment

The physical work environment is all conditions in physical form that exist around the workplace that can have an impact on employees either directly or indirectly. The physical work environment is divided into two categories, namely:

- a. The environment that directly has a relationship with employees, for example chairs, work centers, tables and so on.
- b. The general environment or intermediary environment or also called the work environment that has an influence on the human condition, for example temperature, lighting, ventilation, humidity, noise, mechanical vibration, unpleasant odors and so on.

2. Non-physical work environment

The non-physical work environment is all conditions that occur and are related to work relations, both to the superior relationship or the relationship between co-workers, as well

as the relationship to subordinates. Companies should be able to reflect conditions that support cooperation between superiors, subordinates, or those who have the same position status in the company.

2.2.3 Work Environment Dimensions and Indicators

According to Nitisemito (2015: 16), work environment indicators consist of:

1. Work atmosphere. Work atmosphere is the condition that exists around employees who are doing work that can affect the implementation of the work itself.
2. Facilities available for employees. It is intended that the equipment used to support the complete/up-to-date workflow. The availability of complete work facilities, although not new, is one of the supporting processes in work.
3. Relations with colleagues. Relationships with coworkers, namely relationships with coworkers that are harmonious and without any intrigue between all coworkers. Harmonious and family relationships are one of the factors that can affect a person's performance.

2.4 The Concept of Work Motivation

2.4.1 Definition of Work Motivation

According to Sedarmayanti (2017: 154) motivation is a force that encourages a person to take an action or not which is essentially positive or negative internally and externally, work motivation is something that gives rise to encouragement/enthusiasm for work/enthusiasm for work. Mangkunegara (2015) revealed that work motivation is a condition that influences arousing, directing, and maintaining behavior related to the work environment. According to Sutrisno (2013) work motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a driving force for one's behavior

According to Sutrisno, (2016) work motivation is a stimulant of desire and driving force of one's willingness to work because each motivation has a specific goal to be achieved. According to Achmad Rozi and Denok Sunarsi (2020) employee motivation can support the success of a company in achieving its goals. Anastasios and Prodromos (2018) suggest that company performance is improved through the strength of employee motivation.

Based on the definition above, it can be concluded that work motivation is a driving force that exists within a person to achieve company goals or achievements.

2.4.2 Purpose of Work Motivation

The goals of motivation include: encouraging employee enthusiasm and enthusiasm, increasing employee morale and job satisfaction, increasing employee work productivity, maintaining loyalty and stability of company employees, creating an atmosphere and good working relationships and increasing employee creativity and participation (Sunyoto, 2012). Motivation has several objectives in its implementation, where motivational goals describe an individual who is effective and efficient, there are several motivational goals (Hasibuan, 2010), namely:

1. Increase employee morale and job satisfaction.
2. Increase employee work productivity.
3. Maintaining the stability of the company's employees.
4. Improve employee discipline.
5. Streamlining employee recruitment.
6. Creating a good working atmosphere and relationship.
7. Increase employee loyalty, creativity, and participation.

From the explanation above, the authors conclude that the purpose of motivation consists of 7, where it greatly influences work motivation including increasing employee work productivity, this is very closely related to other motivational goals which greatly influence the success of a company. For example, increasing morale, increasing employee discipline, maintaining stability, creating an atmosphere and good working relationships and increasing employee loyalty and participation.

2.4.3 Work Motivation Indicator

According to George and Jones, indicators of work motivation include:

1. Direction of behavior (*direction of behavior*)
The behavior a person chooses to exhibit. Behavioral direction refers to the behavior employees choose to exhibit out of the many potential behaviors they can exhibit.
2. Level of effort (*level of effort*)
Describes how hard a person works to show the behavior he chooses.
3. Persistence level (*level of persistence*)
The behavior that a person chooses in facing obstacles, describes the efforts that will be taken by someone to solve the problems they face.

2.5 Concept Satisfaction Work

2.5.1 Definition Satisfaction Work

Job Satisfaction is the level of pleasure that a person feels over role or work in the organization. The level of individual satisfaction that they get rewarded worth it from various aspects of the situation the work of the organization in which they work. So job satisfaction concerns psychological individual in the organization, Which caused by circumstances Which he felt from environment.

Robbins (2016) Job satisfaction is an attitude general against work somebody Which showing difference between amount award Which accepted Work And that amount they believe you should they accept. Nurhayati (2016) argues that Job Satisfaction is an expression satisfaction employee about How work they can give benefits for the organization, which means that what is obtained in work Already fulfil What which is considered important. Prayogo (2019) Satisfaction Work is attitude emotional which pleasant as well as love his job. Satisfaction Work employee must created as well as possible so that work morale, dedication and discipline of employees can increase.

Greenberg and Baron (Wibowo, 2016) describe Job Satisfaction as a positive or negative attitude that is carried out by individuals towards work they. Meanwhile, vecchino (Wibowo, 2016) stated Job Satisfaction as thinking, feelings and trend action somebody, which is attitude somebody to work.

From the several definitions of job satisfaction above can concluded each people who work expect to get satisfaction from the place Work. On basically satisfaction Work is matter which characteristic individual as each individual will have level satisfaction varies accordingly with the values that apply to each individual.

2.5.2 Factors Satisfaction Work

Many companies believe that income or salary is the main factors affecting employee satisfaction. So that when the company Already give wages which Enough, He feel that employee already satisfied. Employee job satisfaction is not absolutely influenced by salary

alone. Many factors other which affect satisfaction Work employee.

According to Maslow's theoretical approach to human needs, when viewed from hierarchy need man, can concluded that compensation or rewards given to employees in the form of material in this case Salary is the lowest human or employee need.

According to Locke (2015), The intrinsic characteristics of the job that determine job satisfaction are variety, difficulty, amount of work, responsibility, autonomy, control against method work, pluralism and creativity there is one element that is found in characteristic-intrinsic that is challenge mentally (Locke, 2015). Lots factor Which influence satisfaction Work employee. factors Which influence Job satisfaction is advancement opportunities, job security, salary, company and management, factor intrinsic And work, condition Work, aspect social in work, communication, and facilities (As'ad, 2013). Meanwhile according Burts (2013), a number of factor which can raises satisfaction work is:

- a) Factor connection between employee :
 - 1. Connection between manager with employee
 - 2. Factor physique And condition Work
 - 3. Connection social between employee
 - 4. Suggestion from Friend work
 - 5. Emotion And situation Work

It can be concluded that the relationship factor between employees on job satisfaction is the relationship between managers and employees in a company to mutually contribute and synergize to achieve the vision and mission that has been planned by the company. Included are physical factors and working conditions, social relations among employees, suggestions from co-workers as well as emotions and work situations.

- b) Factor individual, that is Which relate with attitude person to his work, age somebody when Work, and type sex.
- c) Factor outside, that is Which relate with circumstances family employees, recreation, and education. Level of satisfaction Work tall one will push employee always present And pour out power, thought And time For success company. On the contrary when need That No fulfilled will arise dissatisfaction in Work. The consequences of this dissatisfaction include: level productivity decrease, level attendance tall, level turnovers employee tall, performance Work decrease (Robbins, 2012).

2.5.3 Satisfaction Indicator Work

Tri Wahyuni, (2019) State that There is a number of indicators satisfaction Work, that is:

- 1. Like In Work

Feelings of pleasure are psychological events towards a job done. Feelings of pleasure will arise from an employee if the leader shows an attitude of intimacy between the leader and subordinates.

- 2. Spirit In Work

Descriptive work enthusiasm can be interpreted as a spiritual condition or individual and group behavior that creates a deep pleasure in the workforce to work diligently in achieving the goals set by the company.

- 3. Condition Work Which Support

Working conditions are not limited to working conditions in their respective work places such as a comfortable workplace, adequate ventilation, adequate lighting, cleanliness of the work place, security and the like.

4. Partners Work Which Support

Employees will resign from work for more than money problems or tangible achievements, therefore friendly and supportive work partners promote job satisfaction, the behavior of superiors and subordinates is also an important determinant of job satisfaction.

2.6 The Concept of Employee Performance

2.6.1 Definition of Employee Performance

Performance is defined as what employees do or don't do. Employee performance is what affects how much they contribute to the organization. According to Noor (2013) performance is a condition that must be known about the level of achievement of individual results associated with the vision carried out by an organization, as well as knowing the positive and negative impacts of an operational policy. According to Fahmi (2014) Performance or work performance is the result of an employee's work for a certain period of time, for example standards, targets, targets or criteria that have been determined in advance and mutually agreed upon. According to Afandi (2018: 83) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics. According to Rivai (2012: 309), performance is a real behavior displayed by everyone as work performance produced by employees according to their role in the company. Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. According to Sutrisno (2016: 172) "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization". According to Mangkunegara (2017: 67) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." According to Fahmi (2018: 2) "performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented which is produced over a period of time".

From some of the opinions above, it can be seen that performance is the result of work achieved by an employee in accordance with the work given to him in a certain time. Performance is also a manifestation of the work done by employees which is usually used as the basis for evaluating employees or organizations.

2.6.2 Employee Performance Benefits

According to Sutrisno (2016: 66) states that performance appraisal is used by management to:

1. Manage organization operations effectively and efficiently through maximum employee motivation.
2. Assist in making decisions related to employees, such as promotions, transfers and terminations.
3. Identify employee training and development needs and to provide criteria for selection and evaluation of employee training programs.

4. Provide feedback to employees on how their superiors rate their performance.
5. Provides a basis for award distribution.

From the several benefits above, the authors conclude that employee performance benefits consist of managing organizational operations effectively and efficiently, identifying training and development needs for employees and for providing selection and evaluation criteria for employee training programs and providing feedback for employees regarding how their superiors assess their performance as well as providing a basis for the distribution of awards that greatly affect the performance appraisal and work results of a company.

2.6.3 Performance Indicators

According to Robbins (2015: 147), "To measure performance, the following indicators can be used:

1. Effectiveness and efficiency

When a certain goal is finally achieved, we may say that the activity was effective. If the consequences sought from activities have a more important value than the results achieved, resulting in dissatisfaction even though they are effective, this is called inefficiency. Conversely, if the result that is not sought after is not important/trivial, then the activity is efficient. In connection with that we can say something is effective when it achieves certain goals.

It is said to be efficient if it satisfies as a driving force to achieve goals, regardless of whether it is effective or not.

2. Orientation and responsibility

Authority is a person's right to give orders (to subordinates), while responsibility is an integral part or as a result of having that authority. When there is authority, it means that responsibility arises by itself.

3. Work discipline

Discipline includes obedience and respect for the agreements made between the company and employees. Discipline is also closely related to the sanctions that need to be imposed on those who violate it.

4. initiative

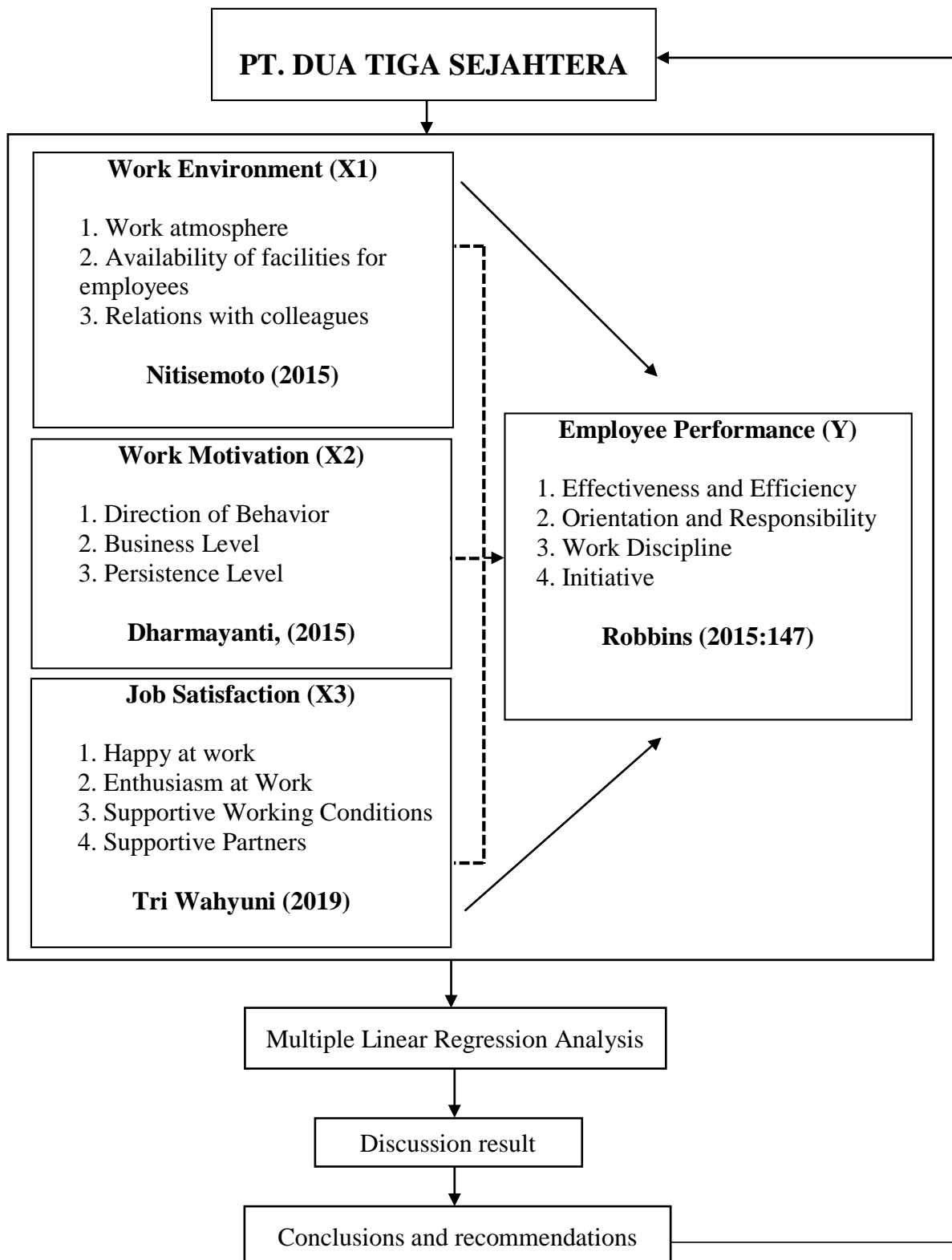
Someone's initiative is related to intellect, creativity in the form of ideas to plan something related to organizational goals

2.7 Research Framework

According to Sugiyono (2017:60) argues that, framework thinking is a conceptual model of how theory relates with various factors that have been identified as problematic important. So theoretically it is necessary to explain the relationship between the independent and dependent variables. According to Nitisemito (2015: 16) work environment indicators consist of 3 (three), namely: working atmosphere is the condition that exists around employees who are doing work that can affect the implementation itself, the availability of facilities for employees, this is intended for the equipment used to support smooth work / up-to-date. The availability of complete facilities, although not new, is one of the supporting processes in work, relations with co-workers, namely relations with co-workers that are harmonious and without any mutual intrigue between all co-workers. According to George and Jones, indicators of work motivation consist of 3 (three), namely: The direction of *behavior* is the behavior a person chooses to show. The direction of

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behavior refers to the behavior that employees choose to show from the many potential behaviors they can show, the level of *effort* describes how hard a person works to show the behavior he chooses, the level of *persistence* is the behavior a person chooses in the face of obstacles, describes the effort a person will take to solve the problems they face. According to Tri Wahyuni (2019) indicators of job satisfaction consist of 4 (four), namely: Happy in Work is a psychological event for something that is done. Feelings of pleasure will arise from an employee if the leader shows an attitude of intimacy between leaders and subordinates, enthusiasm in work is as a spiritual condition or individual and group behavior that creates deep pleasure in the workforce to work diligently in achieving the goals set by the company, conditions Work Which Supporting conditions are not limited to working conditions in their respective work places such as a comfortable workplace, adequate ventilation, adequate lighting, cleanliness of the workplace, security and the like, partners Work Which Supportive means that employees will leave work for more than just money or real achievements, therefore friendly and supportive partners encourage job satisfaction, the behavior of superiors and subordinates is also an important determinant of job satisfaction. Then this variable examines the problem of employee performance where it is stated that employee performance is the work achieved by an employee at PT. Dua Tiga Sejahtera in accordance with the work given to him in a certain time, with indicators according to Robbins (2015: 147) which consist of effectiveness and efficiency if the results sought from activities have a more important value than the results achieved so that lead to dissatisfaction even though it is effective, it is called efficient. If a certain goal can finally be achieved, we may say that the activity is effective. Orientation and responsibility are the authority of a person's right to give orders (to subordinates), while responsibility is an integral part or as a result of having that authority. If there is authority, it means that responsibility arises automatically, work discipline, namely discipline includes obedience and respect for agreements made between companies and employees. Discipline is also closely related to the sanctions that need to be imposed on those who violate it, initiative is related to thinking power, creativity in the form of ideas to plan something related to organizational goals.



Note:

→ : Simultaneous Influence

---→ : Partial Influence

Figure 2.1 Schematic Framework of Mind

2.8 Research Hypothesis

The hypothesis can be interpreted as a statement that will be examined as a temporary answer to a problem. Based on the theoretical framework, the hypothesis is proposed as follows:

- H₁: Work Environment, Work Motivation, and Job Satisfaction simultaneously have a positive and significant impact on Employee Performance at PT. Dua Tiga Sejahtera
- H₂: The Work Environment Has a Positive and Significant Influence on Employee Performance at PT. Dua Tiga Sejahtera
- H₃: Work Motivation Has a Positive and Significant Influence on Employee Performance at PT. Dua Tiga Sejahtera
- H₄: Job Satisfaction Has a Positive and Significant Influence on Employee Performance at PT. Dua Tiga Sejahtera

2.9 Relations Between Variables

2.9.1 Relationship between Work Environment and Employee Performance

The work environment will affect employee performance, because a pleasant work environment is created for employees by increasing harmonious relationships with superiors, co-workers and subordinates as well as proper facilities and infrastructure support in the workplace will have a positive impact on employees, so that employee performance can increase. In order for employee performance to remain consistent, at least the company always pays attention to the environment where employees carry out their duties because if the company's work environment is comfortable and pleasant, employees can certainly improve performance to achieve company goals properly. At the same time, an inadequate work environment can disrupt employee concentration at work, cause work errors and lead to decreased performance. A number of studies have found that there is a significant effect of the work environment on employee performance (Leblebici 2014; Roelofsen, 2002; Musriha, 2011), that the work environment has a positive impact on employee performance.

2.9.2 Relationship between Work Motivation and Employee Performance

In a company, managers can improve performance by encouraging employees to work hard. The success or failure of a manager in motivating employees can be seen through the behavior of employees at work. Motivated people will work hard in accordance with the expected goals, and people who are not motivated do not want to work in accordance with the expected goals or do not even want to work simply to improve employee performance. Siagian (2019: 110) states that "Motivation is a mental state that encourages, activates or moves and that motive directs and distributes a person's behavior, attitudes and actions which are always associated with achieving goals". To improve employee performance, managers can motivate employees by offering rewards, salaries, benefits and bonuses to employees.

In accordance with research conducted by Jayaweera (2015) that work motivation has a positive effect on employee performance, meaning that when employees have high motivation, employees are able to optimize their abilities at work.

Wibowo (2014: 323) Motivation is the impetus for a series of processes of human behavior in achieving goals. Motivation aims to increase enthusiasm at work so that work productivity is achieved. Riniwati (2011: 187) based on several opinions according to these experts, motivation is the provision of stimulation that can lead to optimal work enthusiasm

and encouragement so that a person is able to cooperate, work effectively and integrate with all efforts in achieving organizational goals and satisfying needs. the individual himself.

2.9.3 Relationship of Job Satisfaction to Employee Performance

Job satisfaction of an employee is defined as a person's reactions and feelings towards their workplace. An employee's job satisfaction is a person's personal view of how he feels at work. Everyone must have a different level of satisfaction. Leaders must understand the characteristics of each subordinate. By understanding personal characteristics, you can determine jobs according to the characteristics of each individual. If this is achieved, job satisfaction will be achieved thereby increasing performance. According to Malayu (2015: 23) the notion of motivation is the question of how to encourage subordinates' work enthusiasm, so that they want to work hard by providing all abilities and skills to realize company goals.

Job satisfaction is a pleasant and unpleasant emotional state at work. If there is no difference between expectations and reality, then every employee will be satisfied. The more jobs that match the expectations and interests of each employee, the higher the satisfaction. Therefore, it can be estimated that if employee satisfaction is high, performance will also be high. This is in line with research conducted by Ali, Idris and Kalalinggi (2013) that job satisfaction has a significant and positive effect on employee performance.

Research methods

3.1 Research design

This study uses a quantitative research approach. According to Ahmad Tanzeh (2011) Quantitative research is a study that basically uses a deductive-inductive approach. This approach departs from a theoretical framework of the ideas of experts and the understanding of researchers based on their experiences and then develops them into problems posed to obtain justification (verification) or rejection. in the form of field empirical data documents. The quantitative approach aims to test theory, establish facts, show relationships between variables and provide statistical descriptions. By using the data collection method by means of questionnaires and documentation. And using multiple linear regression statistical methods.

3.2 Research Object

The objects in this study are the work environment, motivation, job satisfaction on employee performance at PT. Dua Tiga Sejahtera. Research subjects are people or organizations that will be used as a source of information in research. The subjects of this research are employees who work at PT. Dua Tiga Sejahtera.

3.3 Population and Sample

3.3.1 Population

According to Sugiyono (2017: 389) defines the population as a generalization area consisting of: objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study are all employees at PT. Two-Three-Sejahtera with a total of 37 employees.

3.3.2 Sample

According to Sugiyono (2017: 116) the sample is part of the number and characteristics possessed by the population. Samples are also useful for research purposes population and its aspects. In this research using a saturated sample selection method or another term census, in which all members of the population are sampled. That is because the number of employees is relatively small so that it is possible for all employees of PT. Dua Tiga Sejahtera as many as 37 people as respondents.

3.4 Types and Sources of Data

3.4.1 Data Types

The type of data used in this study are:

- a. Quantitative data, namely data in the form of numbers and can be calculated mathematically, consisting of employee data
- b. Qualitative data, namely data that is not in the form of numbers but like research locations, as well as evaluation of employee experience obtained through questionnaire answers.

3.4.2 Data Source

Sources of research data in the form of:

- a. Primary data

According to Sugiyono (2017: 224) primary data is data obtained directly from data sources by direct observation. Data obtained from the main source or originally obtained by distributing questionnaires to employees of PT. Dua Tiga Sejahtera and done directly.

- b. Secondary data

This data is obtained from existing data obtained through the hands of intermediaries. According to Sekaran and Bougie (2017: 130) secondary data refers to information collected from existing sources. Secondary data collection in this study was carried out by collecting information in the form of a company description, vision and mission of the organization, organizational structure and other information related to PT. Dua Tiga Sejahtera.

3.5 Data collection technique

Collecting data in this study using a questionnaire distributed to employees of PT. Two-Three-Sejahtera to be asked to answer several questions regarding the Work Environment, Motivation, Job Satisfaction on Employee Performance. According to Sugiyono (2017: 199) a questionnaire is a data collection technique that is carried out by giving a set of written statements to the respondent to answer.

3.6 Test the Validity and Reliability of Research Instruments

Instrument testing is very important to do in research with the aim of obtaining knowledge whether the measuring instrument used in this study is feasible or not. Following are some of the instrument testing techniques in this study.

3.6.1 Research Instrument Validity Test

According to Sugiyono (2017: 121) the validity test measures the extent to which a measuring device can measure what it wants to measure. In this study, the study used the *Pearson Product Moment correlation formula* which was assisted by using the SPSS 25 application to test validity. Validity test is done by using r count with r table value. The validity of the test used on the instrument is said to be valid if the value of $r \geq 0.30$.

3.6.2 Research Instrument Reliability Test

According to Sugiyono (2017: 172) a *reliable instrument* is an instrument which, when used several times to measure the same object, will produce the same data. In research, researchers will use *Cronbach's Alpha formula* assisted by the SPSS 25 application in conducting reliability tests. The decision-making method in the reliability test usually uses a limit of 0.6. According to Sekaran (2017: 32), "reliability of less than 0.6 is not good, while 0.7 is acceptable and above 0.8 is good".

3.7 Data Analysis Techniques

3.7.1 Descriptive Analysis

1. Respondent Descriptive

Respondents in this study were employees of PT. Dua Tiga Sejahtera with a total of 37 people with descriptive respondents based on gender, age, department employees, length of work and last education.

2. Descriptive Variables

To find out the variables of the work environment, motivation and job satisfaction at PT. Dua Tiga Sejahtera on Employee Performance seen from the average (*mean*) of each variable. With the following procedure:

- Calculates the *mean value* for each variable
- Create a *mean value category* with a score categorization that has been made using class intervals. By using a Likert scale it is known that the highest value is 5 and the lowest value is 1, so the number of intervals can be calculated as follows:

$$\begin{aligned} \text{Interval} &= \frac{\text{Nilai maksimum} - \text{nilai minimum}}{\text{Kelas interval}} \\ \text{interval} &= \frac{5 - 1}{5} \\ &= 0,80 \end{aligned}$$

With a scale range of 0.80, the scores for work environment variables, motivation, job satisfaction and employee performance are grouped as follows:

TABLE 3.1 Average Score

Score	Information
1.00 – 1.79	Very low
1.80 – 2.59	Low
2.60 – 3.39	Enough
3.40 – 4.19	Tall
4.20 – 5.00	Very high

3.7.2 Multiple Linear Analysis

The method used in this study uses the multiple linear regression method, which is a linear relationship between two or more independent variables (X_1, X_2, \dots, X_n) and the dependent variable (Y). This analysis is used to determine the direction of the relationship

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between the independent variable and the dependent variable whether each independent variable has a positive or negative relationship and is used to predict the value of the dependent variable if the value of the independent variable increases or decreases. The data used is an interval or ratio scale with the following formula:

$$Y = \alpha + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Information:

Y: Performance

X₁: Work Environment

X₂: Work Motivation

X₃: Job Satisfaction

α: Constant

b₁: work environment regression coefficient (X1)

b₂: work motivation regression coefficient (X2)

b₃: Regression coefficient of Job Satisfaction (X3)

e: *standard error*

1. Classic assumption test

This classic assumption test was carried out to test and find out whether the regression analysis model used in this study was feasible or not. This classic assumption test includes:

a. Normality test

This normality test is carried out to find out whether the scattered data is normally distributed or not. According to Priyatno (2012: 147), "The normality test is used to test whether the residual values resulting from the regression are normally distributed or not". The normality test used in this study is the *One Sample Kolmogrov-Smirnov Z test method*. The decision-making method for the normality test is:

- 1) If significance > 0.05 then the data is normally distributed.
- 2) If significance < 0.05 then the data is not normally distributed.

b. Multicollinearity Test

According to Priyatno (2012: 151), "Multicollinearity is a condition where in the regression model it is found that there is a perfect or near perfect correlation between the independent variables." The method used to test multicollinearity is by looking at the *Tolerance* and VIF values. A good regression model requires that multicollinearity does not occur. To find out that a regression model does not have multicollinearity, that is, it has a VIF (*Variance Inflation Factor*) value of less than 10 and has a *tolerance value* of more than 0.1.

c. Heteroscedasticity Test

According to Priyatno (2012: 158), "Heteroscedasticity is a condition where in the regression model there is an inequality of variance from the residuals in one observation to another observation." A good regression model is the absence of heteroscedasticity, meaning that a good regression model is if it has the same variance or is called homoscedasticity. In this study, the heteroscedasticity test used the Glejser test model. If the significant value between the independent variables and the absolute residual ". If the significant value between the independent variables and the absolute residual is more than 0.05 then there is no heteroscedasticity problem, but if the significant value is less than 0.05 then there is a heteroscedasticity problem.

3.7.3 Research Hypothesis Test

1. Simultaneous Significance Test (F Test)

The F test is an equation significance test that is used to determine how much influence the independent variables together have on the dependent variable. In this study the F test was used to show whether all the included independent variables had a joint effect on the dependent variable. In this test also uses a significant level of 5% or 0.05.

The F test was carried out aiming to test whether or not the resulting regression model was appropriate to see the effect of X1, X2 and X3 on Y.

The hypothesis used is as follows:

- a) H_0 : The regression model obtained is not suitable or not significant.
- b) H_1 : The regression model obtained is appropriate or significant.

If the calculated F value $> F_{table}$ or $sig < \alpha$ then the H score is 0 so that the regression model obtained is feasible or significant. In testing the suitability of the F Test, it is permissible to choose one of the criteria previously described.

2. Parameter Significance Test (T Test)

T-test is used to determine whether the independent variable partially has a significant effect on the dependent variable. Some of the conditions that must be considered when analyzing the results of the T test are as follows:

- a) If the significance probability value is > 0.05 , then H_0 is accepted.
- b) If the significance probability value is < 0.05 then H_0 is rejected.
- c) If the price of $t_{count} > t_{table}$ then it is said to be significant but otherwise $t_{count} < t_{table}$ it is said to be insignificant.

3. Coefficient of Determination

The coefficient of determination (R^2) is a measure to determine the percentage of conformity or the accuracy of the relationship between the independent variables and the dependent variable in a regression equation. The regression coefficient is used to measure how far the model's ability to explain variations in the dependent variable. The value of the coefficient of determination is between zero and one. If in the empirical test the adjusted R^2 value is negative, then the adjusted R^2 value is considered to be zero. Mathematically, if the value of $R^2 = 1$, then adjusted $R^2 = R^2 = 1$, whereas if the value of $R^2 = 0$, then adjusted $R^2 = (1 - k)/(nk)$. If $k > 1$, then adjusted R^2 will be positive.

3.8 Variable Operational Definitions

1. Work Environment Variables

Environment is everything related to activities at PT. Dua Tiga Sejahtera which affects an employee in carrying out the tasks assigned to him. This variable is measured by 3 indicators, namely:

a. Work atmosphere

Work atmosphere is the condition that exists around employees who are doing work that can affect the implementation of the work itself.

b. Facilities available for employees

It is intended that the equipment used to support the complete/up-to-date workflow. The availability of complete work facilities, although not new, is one of the supporting processes in work.

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c. Relations with colleagues

Relationships with coworkers, namely relationships with coworkers that are harmonious and without any intrigue between all coworkers. Harmonious and family relationships are one of the factors that can affect a person's performance.

2. Work Motivation Variables

Work Motivation is an encouragement that comes from *internal factors* (in a person) and *external* (environment) to do something or make changes in employee behavior at PT. Dua Tiga Sejahtera so that the desired goals can be achieved. This variable is measured by 3 indicators, namely:

a. Direction of behavior (*direction of behavior*)

The behavior a person chooses to exhibit. Behavioral direction refers to the behavior employees choose to exhibit out of the many potential behaviors they can exhibit.

b. Level of effort (*level of effort*)

Describes how hard a person works to show the behavior he chooses.

c. Persistence level (*level of persistence*)

The behavior that a person chooses in facing obstacles, describes the efforts that will be taken by someone to solve the problems they face.

3. Job Satisfaction Variables

Job Satisfaction is the attitude of employees at PT. Dua Tiga Sejahtera who feel satisfied and feel like to results work Which has he did in a manner Good, discipline, full of enthusiasm and so get the desired results. This variable is measured by 4 section indicators, namely:

a. Like In Work

Feelings of pleasure are psychological events towards a job done. Feelings of pleasure will arise from an employee if the leader shows an attitude of intimacy between the leader and subordinates.

b. Spirit In Work

Descriptive work enthusiasm can be interpreted as a spiritual condition or individual and group behavior that creates a deep pleasure in the workforce to work diligently in achieving the goals set by the company.

c. Condition Work Which Support

Working conditions are not limited to working conditions in their respective work places such as a comfortable workplace, adequate ventilation, adequate lighting, cleanliness of the work place, security and the like.

d. Partners Work Which Support

Employees will resign from work for more than money problems or tangible achievements, therefore friendly and supportive work partners promote job satisfaction, the behavior of superiors and subordinates is also an important determinant of job satisfaction.

4. Employee Performance Variables

Employee Performance is the result of work achieved by an employee at PT. Dua Tiga Sejahtera according to the work given to him in a certain time. Employee performance is also a manifestation of the work done by employees which is usually used as the basis for evaluating

employees at PT. Dua Tiga Sejahtera. This variable is measured by 4 section indicators, namely:

a. Effectiveness and efficiency

Activities have a value that is more important than the results achieved so that it results in dissatisfaction even though it is effective, this is called inefficiency. Conversely, if the result that is not sought after is not important/trivial, then the activity is efficient.

b. Orientation and responsibility

Authority is a person's right to give orders (to subordinates), while responsibility is an integral part or as a result of having that authority.

c. Work discipline

Discipline includes obedience and respect for the agreements made between the company and employees. Discipline is also closely related to the sanctions that need to be imposed on those who violate it.

d. initiative

Someone's initiative is related to intellect, creativity in the form of ideas to plan something related to organizational goals.

Results and Discussion

4.1 General Description of the Research Object

4.1.1 History of PT. Dua Tiga Sejahtera

PT. Dua Tiga Sejahtera is a company that works in the provincial contractor sector and offers construction implementation services. As one of the Provinces, PT. Dua Tiga Sejahtera has the competence to work on *structural and architectural* construction projects for commercial buildings throughout the province of Southeast Sulawesi. PT. Dua Tiga Sejahtera on September 16 2016 led by the commissioner of PT. Two-Three-Sejahtera Muh. Iksan, SE PT. Dua Tiga Sejahtera is engaged in construction implementation services for various types of projects in various regions of Southeast Sulawesi Province. Based on the approval of the Minister of Justice of the Republic of Indonesia on June 1, 2016 Dua Tiga Sejahtera has the status of a Limited Liability Company. The main activity of the Company is currently engaged in construction, maintenance and road maintenance services. This is in line with the scope of business as stated:

1. Road construction.
2. Building construction.
3. Bridge construction.
4. Heavy equipment rental.
5. Road maintenance and maintenance.

4.1.2 Vision and Mission of PT. Dua Tiga Sejahtera

a. Vision

Making the company PT. Dua Tiga Sejahtera has the best integrity in providing solutions for stakeholders in Southeast Sulawesi.

b. Mission

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- Contributing, adding value to the company PT. Dua Tiga Sejahtera and significant success to clients.
- Become a major partner in the construction business.
- Provide maximum value to stakeholders and continue to grow in a sustainable manner.
- Contributing to the development of Southeast Sulawesi.

4.1.3 Company Principles

a. Safety

The principle of work safety has never escaped our scrutiny. We believe that the production of premium quality buildings must also be supported by a work safety culture without accidents.

b. Quality

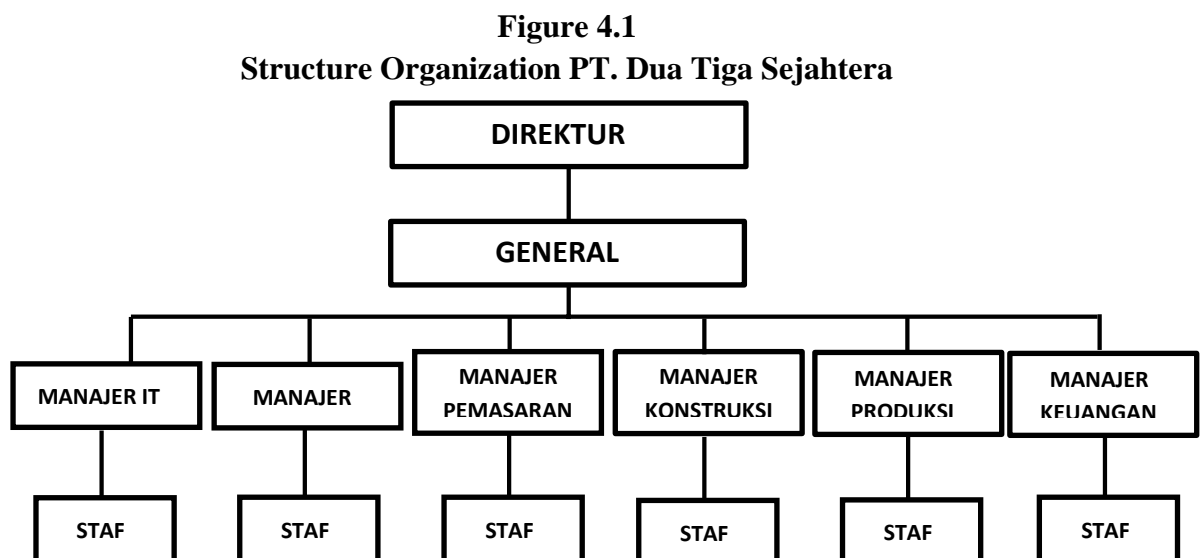
Dua Tiga Sejahtera always provides quality work for customers. By applying this principle, we have successfully built various developments.

c. On time

In addition to quality and work safety, Dua Tiga Sejahtera always completes all of its projects on time. We always do this to maintain the trust our customers have placed in us.

4.1.4 Organizational structure

The organizational structure is a scheme of a series of work relationships between workers in the organization to achieve the goals of the organization concerned, responsibilities, to the delegation of authority to determine a clear division of tasks. An organization can describe the parts and functions that exist within the company. Coordination supports company activities. Organizational structure of PT. Dua Tiga Sejahtera as follows:



Source : IT Manager PT. Dua Tiga Sejahtera year 2023

4.1.4.1 Work description

At each completion of work in order to achieve a desired goal effectively depends on how in a group that integrates with each other to work well in an organization. Proportion or

assignment of tasks and work should lead to the achievement of a goal set by the organization. The following is a job description for each position:

1. Director
 - a. Lead and make various company rules
 - b. Supervise the duties of employees as well as managers or section heads to select and assign employees and managers
 - c. Provide approval of the company's annual budget
 - d. Provide reports on company performance to shareholders.
2. *general*
 - a. Provides a map of company policy in determining goals as well as company plans in the short and long term.
 - b. Supervise and coordinate all activities in the company.
 - c. Perfecting also improving the arrangement so that the goals to be achieved can be achieved effectively and efficiently.
 - d. As an intermediary in communicating strategic ideas and ideas between leaders and staff.
 - e. Provide guidance to delegate various tasks that can be carried out by staff or subordinates clearly.
 - f. General positions are required to be able to manage a job as well as be able to provide an evaluation of work that has been completed.
3. IT Manager
 - a. Provide coordination over the activities of project personnel.
 - b. Manage also develop *a work breakdown structure* on information technology projects.
 - c. Provide management on project implementation to ensure adherence to schedule, scope to budget.
 - d. Implement to determine project communication planning.
 - e. Prepare a report on a project by providing analysis, collecting and summarizing information.
 - f. Provide task assignments as well as responsibilities and authorities to project personnel
 - g. Coordinate selection and recruitment of project personnel.
 - h. Manage and also develop project annual budget on information technology
 - i. Provide development on implementation plan which includes analysis for example return on investment and benefit cost.
 - j. Provide grants and develop project plans for projects in information technology including information technology systems, funds, schedules to staff.
4. Personnel manager
 - a. Identifying staff vacancies, recruiting, interviewing and selecting applicants.
 - b. Develop, administer, and evaluate job applicant tests.
 - c. Provide information about company policies, details of job duties, working conditions, wages, career paths, etc. to current prospective employees.
 - d. Perform employee termination and administer disciplinary procedures.
 - e. Allocate human resources quickly.
 - f. Make plans and orient new employees to foster a positive attitude towards company goals.

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- g. Prepare employees for work by conducting job training programs or apprenticeship programs.
 - h. Be a liaison between management and employees.
 - i. Maintain work structure by updating job requirements and job descriptions for all positions.
 - j. Ensure legal compliance by monitoring employees.
 - k. Investigate and report if an accident occurs to one of the employees for insurance purposes.
5. Marketing Manager
- a. The marketing manager is responsible for the management of the marketing department.
 - b. The marketing manager is responsible for the acquisition of sales and use and promotion.
 - c. Marketing manager as product manager *coordinator* and sales manager.
 - d. The marketing manager builds the marketing department and guides all employees in the marketing department.
 - e. The marketing manager makes marketing reports to the directors.
6. Construction Manager
- a. Supervise the course of work in the field whether it is in accordance with the correct construction method or not.
 - b. Request a progress report and explanation of the work of each item from the contractor in writing.
 - c. The Construction Manager (MK) has the right to warn and stop the work if it is not in accordance with the agreement.
 - d. Connect directly with *the owner* or representative in conveying everything on the project.
 - e. Manage, direct, coordinate the implementation of work by contractors in terms of quality and time.
 - f. Always review the method of carrying out work by the contractor so that it meets K3LMP requirements (occupational health and safety, environment, quality, security).
 - g. Provide a written *Site Instruction* if there is work to be done but there is no contract to speed up the schedule.
7. Production manager
- a. Planning and organizing production schedule.
 - b. Assess project funding resource requirements.
 - c. Define quality control standards.
 - d. Supervise the production process.
 - e. Perform selection, ordering, and purchasing materials.
 - f. Organizing the repair and routine maintenance of production equipment.
 - g. Liaise with buyers, marketing, and sales staff.
 - h. Supervise the work of junior staff.
8. Finance Manager
- a. The financial manager, in collaboration with other managers, is tasked with planning and forecasting several aspects of the company, including the general financial planning of the company.

- b. The financial manager is in charge of making important investment decisions and various financing and all matters related to these decisions.
- c. The financial manager is in charge of running and operating the company's wheel of life as efficiently as possible by collaborating with other managers.

9. Staff

- a. Discuss the plans being contemplated with various rights and obtain their opportunities or obtain the reasons the plans were rejected.
- b. Prepare written instructions in other documents needed to carry out activities which are the realization of the plans that have been set.
- c. Observing operational activities and conditions encountered to indicate whether instructions have been carried out properly and whether these instructions hinder or facilitate the achievement of objectives.
- d. Provide information and advice to operational officers regarding the implementation of tasks delegated to them.

4.2 Characteristics of Respondents

Respondent characteristics are descriptions or profiles of PT respondents. Dua Tiga Sejahtera. In this study, the number of respondents studied was 37 employees. Presentation of data regarding the identity of the respondent here, namely to provide an overview of the respondents in this study classified by gender, age and education.

4.2.1 Characteristics of Respondents Based on Gender

As for the gender of the respondents, namely employees of PT. Dua Tiga Sejahtera. Can be seen in the following table:

Table 4.1 Respondents by Gender

No.	Gender	Number of people)	Percentage (%)
1.	Man	28	76
2.	Woman	9	24
Total		37	100

Source: Primary data processed in 2023

Based on the table above, it can be seen that there were 8 female respondents or 24% and the highest number of respondents in the company were 25 people or 76%. This shows that there are more men than women in this study because the company is engaged in heavy equipment.

4.2.2 Characteristics of Respondents by Age

The age of the respondents are employees of PT. Dua Tiga Sejahtera, seen in the following table:

Table 4.2 Respondents by Age

No.	Age	Number of people)	Percentage (%)
1.	20 - 25 Years	17	46
2.	26 - 30 Years	12	32
3.	31 - 50 Years	8	22
Total		37	100

Source: Primary data processed in 2023

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Based on the data in the table above, it can be seen that the majority of respondents are aged between 20 and 25 years. As many as 17 people or 46%, then there are 12 people or 32% between the ages of 26 and 30 years and 8 people or 22% between the ages of 31 and 50 years. According to the Ministry of Health of the Republic of Indonesia in 2017 the community can be categorized into 3, namely the young age group (<15 years), the productive age group with an age range (15-64 years) and non-productive age (> 65 years).

4.2.3 Characteristics of Respondents Based on Education Level

For the level of education held by respondents or employees of PT. Dua Tiga Sejahtera, can be seen in the following table:

Table 4.3 Respondents by Education Level

No.	Education	Amount	Percentage%
1	SENIOR HIGH SCHOOL	24	65
2.	S1	13	35
3	S2	-	-
	Total	37	100

Source: Primary data processed in 2023

Based on the data in the table above, it can be seen that for the education level of high school respondents there were 24 people or 65%, there were 13 respondents for bachelor's degree or 35% and no master's degree in the company. It was concluded that respondents were dominated by SMA as many as 21 people.

4.3 Description of Research Variables

Obtained from objective conditions for each variable in this study consisting of work environment, motivation, job satisfaction and employee performance of PT. Dua Tiga Sejahtera . Then the interval of the average criterion is as follows:

Table 4.4 Scale of Questionnaire Answer Alternative Values

Score Measurement Criteria	Score	Interpretation
5	4.20 – 5.00	Very good
4	3.40 – 4.19	Good
3	2.60 – 3.39	Pretty good
2	1.80 – 2.59	Not good
1	1.00 – 1.79	Very Not Good

Source: Sugiono, 2019

Based on the results of the questionnaires that have been filled in by the respondents, the general description can be described as follows:

4.3.1 Work Environment Variables

Respondents' responses regarding the Work Environment variable of PT. Dua Tiga Sejahtera and the questionnaires that have been distributed can be seen in the following table:

Table 4.5 Work Environment Variables

Items	FREQUENCY (F) AND PRESENTATION (%)	TOTAL	KET
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Variable Indicator		1		2		3		4		5		AVERAGE	
		(STS)		(TS)		(N)		(S)		(SS)			
		F	%	F	%	F	%	F	%	F	%		
Work atmosphere	X1.1	2	5.41 %	3	8.11%	10	27.03 %	5	13.51 %	17	45.95 %	3.86	Good
	X1.2	4	10.81 %	4	10.81%	7	18.92 %	8	21.62 %	14	37.84 %	3.65	Good
	Average Indicator X1.1											3.75	Good
Availability of Employee Facilities	X1.3	3	8.11 %	1	2.70%	10	27.03 %	10	27.03 %	13	35.14 %	3.78	Good
	X1.4	1	2.70 %	3	8.11%	12	32.43 %	9	24.32 %	12	32.43 %	3.76	Good
	Average Indicator X1.2											3.77	Good
Relations Between Colleagues	X1.5	0	0.00 %	2	5.41%	7	18.92 %	12	32.43 %	16	43.24 %	4.14	Good
	X1.6	3	8.11 %	4	10.81%	10	27.03 %	8	21.62 %	12	32.43 %	3.59	Good
	Average Indicator X1.3											3.86	Good
	Average Work Environment											3.80	Good

Source: Primary data processed in 2023

Table 4.5 above shows that the work environment variable has been well perceived by the respondents as indicated by an average score of 3.80. This means that respondents have assessed the work environment at PT. Dua Tiga Sejahtera if it is perceived from the working atmosphere indicators, the availability of work facilities and the relationship between employees.

Based on the respondents' answers to the 3 indicators of the work environment variable, the working atmosphere indicator has an average score of 3.75. In this case it can be interpreted that the indicators that are rated low by employees are in the good category. This means that a good and positive work atmosphere really helps employees to increase work productivity. Furthermore, the indicator for the availability of employee facilities is considered good with an average of 3.77. This shows that the work environment in terms of the availability of employee facilities is good in the company. This means that the availability of employee facilities can increase employee productivity because it is assisted in completing work better, easier and more comfortable.

The indicator of the relationship between co-workers with an average score of 3.86 is the indicator that is most highly rated by employees, including in the very good category. This can be interpreted that the relationship between colleagues in the company is considered very good by employees. This means that a good relationship between employees helps employees to complete the job well because they get positive energy from colleagues and help each other in overcoming difficulties while working.

2.7.1 Work Motivation Variables

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For respondents' responses related to work motivation variables at PT. Dua Tiga Sejahtera from distributing the questionnaires that have been carried out, can be seen in the following table:

Table 4.6 Work Motivation Variables

Variable Indicator	Items	FREQUENCY (F) AND PRESENTATION (%)										TOTAL	KET
		1		2		3		4		5		RATA-RATA	
		(STS)		(TS)		(N)		(S)		(SS)			
		F	%	F	%	F	%	F	%	F	%		
Arah Perilaku	X2.1	2	5,41%	3	8,11%	11	29,73%	4	10,81	17	45,95%	3.84	Good
	X2.2	3	8.11%	3	8.11%	9	24.32%	7	18.92%	15	40.54%	3.76	Good
	X2.3	3	8.11%	3	8.11%	9	24.32%	7	18.92%	15	40.54%	3.76	Good
	Average Indicator X2.1											3.79	Good
Business Level	X2.4	5	13.51%	4	10.81%	7	18.92%	7	18.92%	14	37,84%	3,57	Baik
	X2.5	4	10.81%	1	2,70%	9	24,32%	10	27.03%	13	35,14%	3,73	Baik
	X2.6	0	0,00%	2	5,41%	10	27.03%	9	24.32%	16	43.24%	4.05	Good
	Average Indicator X2.2											3.78	Good
Persistence Level	X2.7	3	8.11%	4	10.81%	10	27.03%	5	13.51%	15	40.54%	3.68	Good
	X2.8	0	0.00%	0	0.00%	6	16.22%	11	29.73%	20	54.05%	4.38	Good
	X2.9	1	2.70%	4	10.81%	12	32.43%	8	21.62%	12	32.43%	3.70	Good
	Average Indicator X2.3											3.92	Good
	Average Work Motivation											3.83	Good

Source: Primary data processed in 2023

Based on table 4.6, it shows that the performance of PT. Dua Tiga Sejahtera is in the good category which is indicated by the average score of the work motivation variable assessment of 3.83. This shows that the motivation possessed by employees of PT. Dua Tiga Sejahtera is well perceived as assessed from the direction of behavior, level of effort and level of persistence.

The work motivation variable as measured by the direction of behavior indicators in the good category is shown by the average score of 3.79. This means that employees of PT. Dua Tiga Sejahtera contributes well to the company by completing its work according to applicable regulations. Furthermore, the level of effort indicators in the good category are indicated by an average score of 3.78. This means that employees at PT. Dua Tiga Sejahtera has a passion for working with focus and giving the best for their work, demonstrating the professionalism of their employees at work.

The persistence level indicator in the very good category is indicated by an average score of 3.92. This means that with the mastery of the work of employees of PT. Dua Tiga Sejahtera already knows the expected quality of the work to be carried out and also knowledge and can encourage employees to contribute more to the company.

2.7.2 Job Satisfaction Variables

For respondents' responses related to the variable of job satisfaction of employees of PT. Dua Tiga Sejahtera from distributing the questionnaires that have been carried out, with 4 (four) indicators, can be seen in the following table:

Table 4.7 Job Satisfaction Variables

	Items	FREQUENCY (F) AND PRESENTATION (%)										TOTAL	KET
--	-------	------------------------------------	--	--	--	--	--	--	--	--	--	-------	-----

Variable Indicator		1		2		3		4		5		AVERAGE	
		(STS)		(TS)		(N)		(S)		(SS)			
		F	%	F	%	F	%	F	%	F	%		
Happy at work	X3.1	6	16.22%	7	18.92%	11	29.73%	10	27.03%	3	8.11%	2.92	Pretty good
	X3.2	6	16.22%	7	18.92%	6	16.22%	10	27.03%	8	21.62%	3,19	Pretty good
	Average Indicator X3.1											3.05	Pretty good
Passion at work	X3.3	5	13.51%	6	16.22%	7	18.92%	9	24.32%	10	27.03%	3.35	Pretty good
	X3.4	3	8.11%	6	16.22%	8	21.62%	5	13.51%	15	40.54%	3,62	Good
	Average Indicator X3.2											3.48	Good
Supportive Working Conditions	X3.5	3	8.11%	6	16.22%	8	21.62%	6	16.22%	14	37.84%	3.59	Good
	X3.6	4	10.81%	8	21.62%	11	29.73%	11	29.73%	3	8.11%	3.03	Pretty good
	Average Indicator X3.3											3,31	Pretty good
Supportive partners	X3.7	3	8.11%	6	16.22%	8	21.62%	7	18.92%	13	35.14%	3.57	Good
	X3.8	4	10.81%	9	24.32%	10	27.03%	9	24.32%	5	13.51%	3.05	Pretty good
	Average Indicator X3.4											3,31	Pretty good
	Average Job Satisfaction											3,29	Pretty good

Source: Primary data processed in 2023

Based on table 4.7, it shows that the job satisfaction of employees of PT. Two-Three-Sejahtera is in the good category which is shown by the average rating score of 3.29. This shows that the job satisfaction of employees of PT. Dua Tiga Sejahtera is good which is assessed from pleasure at work, enthusiasm at work, supportive working conditions, and supportive work partners.

The job satisfaction variable as measured by the indicator of being happy at work is in the category indicated by the average score of 3.05. This means that every employee of PT. Dua Tiga Sejahtera feels happy with the results of the work produced, not only because the results of the work carried out meet expectations, but also because the leader provides positive *feedback* on the work of employees . Furthermore, the indicator of enthusiasm for working in the good category is indicated by an average score of 3.48. This means that employees do their job well so that they can achieve the targets set by PT. Dua Tiga Sejahtera .

Indicators of supportive working conditions and indicators of supportive partners in the good category are indicated by the same average score of 3.31. This means that employees in completing their work are helped by a good work environment and facilities that support the completion of their work, besides that employees feel that a good working relationship between fellow employees supports the implementation of their work both working as a team and individually.

2.7.3 Employee Performance Variables

For respondents' responses related to the variable Work Motivation of employees of PT. Dua Tiga Sejahtera from distributing the questionnaires that have been carried out, with 3 (three) indicators, can be seen in the following table:

Table 4.8 Employee Performance Variables

Variable Indicator	Items	FREQUENCY (F) AND PRESENTATION (%)										TOTAL	KET
		1		2		3		4		5		AVERAGE	
		(STS)		(TS)		(N)		(S)		(SS)			
		F	%	F	%	F	%	F	%	F	%		
	Y 1.1	3	8.11%	4	10.81%	10	27.03%	5	13.51%	15	40.54%	3.68	Good

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Effectiveness and Efficiency	Y 1.2	3	8.11%	5	13.51%	7	18.92%	7	18.92%	15	40.54%	3.70	Good
	Average Indicator Y1.1											3.69	Good
Orientation and Responsibility	Y 2.3	2	5.41%	1	2.70%	10	27.03%	9	24.32%	15	40.54%	3.92	Good
	Y 2.4	1	2.70%	2	5.41%	12	32.43%	10	27.03%	12	32.43%	3.81	Good
	Average Indicator Y1.2											3.86	Good
Discipline	Y 3.5	4	10.81%	2	5.41%	10	27.03%	8	21.62%	13	35.14%	3.65	Good
	Y 3.6	1	2.70%	2	5.41%	11	29.73%	6	16.22%	17	45.95%	3.97	Good
	Average Indicator Y1.3											3.81	Good
initiative	Y 4.7	1	2.70%	1	2.70%	9	24.32%	8	21.62%	18	48.65%	4,11	Good
	Y 4.8	1	2.70%	4	10.81%	12	32.43%	8	21.62%	12	32.43%	3.70	Good
	Average Indicator Y1.4											3.90	Good
	Average Employee Performance											3.81	Good

Source: Primary data processed in 2023

Based on table 4.8, it shows that the performance of PT. Dua Tiga Sejahtera is in the very good category as indicated by the average score for the work motivation variable of 3.81. This shows that the performance of employees of PT. Dua Tiga Sejahtera is good in terms of effectiveness and efficiency, orientation and responsibility, discipline and initiative.

Performance variables are measured through indicators of effectiveness and efficiency in the good category which are indicated by the average score of 3.69. This means that every employee of PT. Dua Tiga Sejahtera always tries to do its job according to the applicable SOP by minimizing the resources used in doing the work. Furthermore, indicators of orientation and responsibility in the good category are indicated by an average score of 3.86. This means that the orientation and responsibilities of employees of PT. Dua-Tiga-Prosperous has an effect on the company because the skills and responsibilities that employees have for their work reflect how the company will be managed and how an employee will be when faced with a problem in the company.

Employee discipline indicators in the good category are indicated by an average score of 3.81. This means that employee discipline as measured by employees doing their work in accordance with the allotted time and minimizing mistakes in completing work is good with the existence of employee discipline at work so that company goals can be achieved in accordance with shared expectations. Furthermore, indicators of employee initiative in the good category are indicated by an average score of 3.90. This means that employees are able to complete their work and easily complete it.

2.8 Test the Validity and Reliability of Research Instruments

2.8.1 Research Instrument Validity Test

Pearson product moment correlation method with the criteria that if the *r* value obtained is ≥ 0.30 at the 95% confidence level, the instrument (questionnaire) being tested can be seen in the table below:

Table 4.9 Research Instrument Validity Test Results

Research variable	Items (Indicator)	Correlation Coefficient (r)	Information
Work Environment (X1)	X1.1	0.407	VALID
	XI. 2	0.383	VALID
	XI. 3	0.487	VALID

	XI. 4	0.491	VALID
	XI. 5	0,423	VALID
	X1.6	0,572	VALID
Motivasi (X2)	X2.1	0,364	VALID
	X2.2	0,694	VALID
	X2.3	0,694	VALID
	X2.4	0,624	VALID
	X2.5	0,377	VALID
	X2.6	0,372	VALID
	X2.7	0,567	VALID
	X2.8	0,379	VALID
	X2.9	0,436	VALID
Kepuasan Kerja (X3)	X3.1	0.385	VALID
	X3.2	0.34	VALID
	X3.3	0.374	VALID
	X3.4	0.346	VALID
	X3.5	0.352	VALID
	X3.6	0.392	VALID
	X3.7	0.34	VALID
	X3.8	0.35	VALID
Kinerja Karyawan (Y)	Y1.1	0.548	VALID
	Y1.2	0.512	VALID
	Y1.3	0.444	VALID
	Y1.4	0.472	VALID
	Y1.5	0.572	VALID
	Y1.6	0.585	VALID
	Y1.7	0.365	VALID
	Y1.8	0.455	VALID

Source: Primary data processed in 2023

Based on table 4.9 it shows that all indicator items that measure each variable produce a validity coefficient of more than 0.30 ($r > 0.30$). Thus, it can be stated that the data collection instrument used in this study is valid.

4.4.2 Research Instrument Reliability Test

After the validity test is carried out, the reliability test is then carried out. The reliability test has criteria where the resulting value is greater than 0.60 with a 95% confidence level, the results are as shown in the table below:

Table 4.10 Research Instrument Reliability Test Results

Variable Study	Items (Indicator)	<i>Cronbac'h Alpha</i>	Information
Work Environment (X1)	X1	0.805	Reliable
Motivation (X2)	X2	0.895	Reliable
Job Satisfaction (X3)	X3	0.788	Reliable
Employee Performance (Y)	Y	0.898	Reliable

Source: Primary data processed in 2023

Based on table 4.10 it can be concluded that all indicator items used to measure each variable have a coefficient value greater than 0.60. Therefore, the instruments used in collecting data can be declared reliable at the 95% level of confidence or $\alpha = 0.05$.

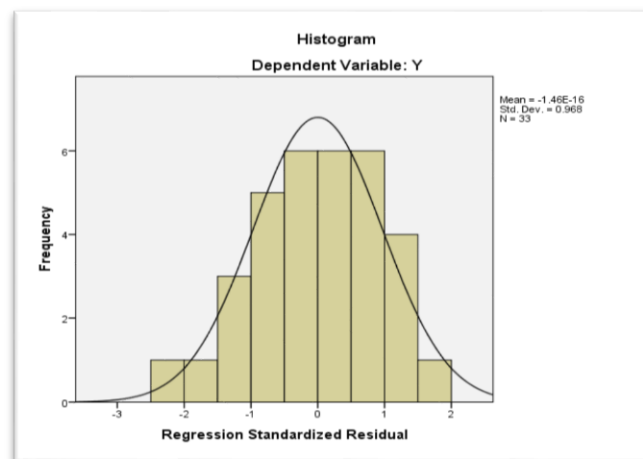
2.9 Classic assumption test

4.5.1 Normality test

The normality test aims to determine the distribution of data in the variables used in the study. Good data in research is data that has a normal distribution. Graphical analysis is the easiest way

To see the normality of the residuals, that is by looking at the histogram graph which compares the observation data with a distribution that is close to the distribution.

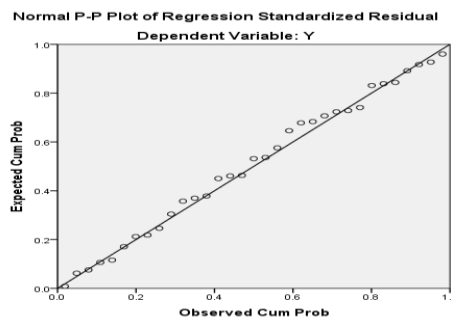
Figure 4.2 Normality Test



Source: Primary data processed in 2023

Based on Figure 4.2, it is known that the distribution pattern looks normal. However, if the conclusion is normal or not the data is only seen from the histogram graph, then this can be misleading, especially for a small number of samples. In addition to graphical analysis, normality can be seen from the P plot curve. Where the t line is balanced and in the direction of the line it can be normally distributed. The data normality test chart can be presented as follows:

Figure 4.3 Normal Probability



Source: Primary data processed in 2023

Based on the graph above, it shows that all data has a normal distribution because it can be shown that the line is balanced and in the same direction as the line. At first glance it can be said that all data has a normal distribution, but this is usually misleading. Therefore, statistical analysis is needed to ascertain whether the data is truly normal or not.

Statistical analysis of data normality was tested using the Kolmogorov-Smirnov test. Data that is normally distributed is indicated by an asymptotic significance value above α 0.05 (Ghozali, 2005). Following are the results of statistical normality testing of data using the Kolmogorov-Smirnov test.

Table 4.11 KS One-Simple

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		37
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.57277297
Most Extreme Differences	Absolute	.097
	Positive	.078
	Negative	-.097
Test Statistic		.097
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Sumber : Data primer diolah tahun 2023

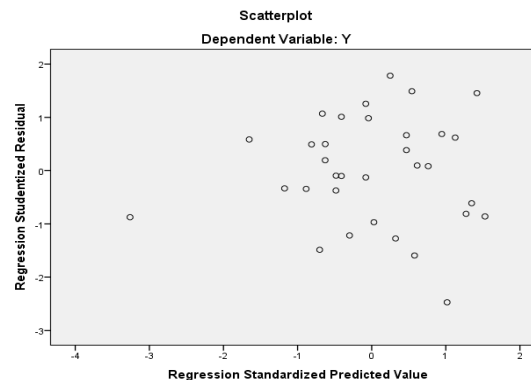
Based on table 4.11 above, information is obtained that *the Asymp-Sig (2-tailed) value* is $0.200 > 0.05$. This means that all the instruments used in this study are normally distributed.

4.5.2 Heteroscedasticity Test

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The heteroscedasticity test is carried out by looking at whether there is a certain pattern on the Scatterplot graph between SRESID and ZPRED where the basis of the analysis is: (1) if the dots form a certain pattern that is regular, wavy, widens then narrows then heteroscedasticity occurs, and if (2) there is no clear pattern where the dots spread above and below the number 0 on the Y axis, there is no symptom of heteroscedasticity. The graph of the heteroscedasticity test can be presented as follows:

Figure 4.4 Scatter plots



Source: Primary data processed in 2023

From the Scatterplot graph in this study it can be seen that the points spread randomly and are spread both above and below the number 0 on the Y axis. This shows that there is no heteroscedasticity in the regression model, so the regression model is appropriate to use to explain the influence between variables.

4.5.3 Multicollinearity Test

Detection of the presence of multicollinearity can be done by looking at the VIF (*Variance Inflation Factor*) value and its tolerance value. If the VIF value < 10 and the *tolerance* value is close to 1, then multicollinearity does not occur, which can be seen in the table below:

Table 4.12 Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Work Environment (X1)	.378	2,957
	Motivation (X2)	.379	2,952
	Job Satisfaction (X3)	.992	1008
a. Dependent Variable: Employee Performance (Y)			

Source: Primary data processed in 2023

Table 4.12 above, it can be concluded that from the multicollinearity calculation results the VIF value is less than 10 and the *tolerance value* is below 1. It can be said that there is no multicollinearity between independent variables in the regression model of this study.

Based on the results of the classical assumption tests performed, it is concluded that all the classical assumption tests proposed have been fulfilled. Therefore, it can be continued to

the next analysis, namely the regression between the independent variables on the dependent variable. In brief, the stages of submitting classical assumptions that have been carried out, can be concluded as follows:

Table 4.13 Conclusion of the Classical Assumption Test Results

Test Type	Conclusion
Normality test	Normal Data
Heteroscedasticity Test	There are no symptoms of Heteroscedasticity
Multicollinearity Test	There is no Multicollinearity

Source: Primary data processed in 2023

4.6 Results of Research Data Analysis

4.6.1 Multiple Linear Regression Analysis

To prove the research hypothesis proposed in this study, the multiple linear regression method is used with the stages and results of the analysis as follows:

Table 4.14 Variables in Analysis

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	method
1	Job Satisfaction (X3), Motivation (X2), Work Environment (X1) ^b	.	Enter
a. Dependent Variable: Employee Performance (Y)			
b. All requested variables entered.			

Source: Primary data processed in 2023

Based on table 4.14 above, it is known that the independent variables included in the regression equation are Work Environment (X_1), Motivation (X_2) and Job Satisfaction (X_3). While the dependent variable is Performance (Y). The variables used in this study have fulfilled the classical assumption test stages proposed.

4.6.2 Simultaneous Model Testing Results

To prove the research hypothesis proposed in this study, multiple linear regression methods were used with the following analysis results

Table 4.15 Results of Multiple Linear Regression Analysis

Independent Variable (X)	Regression Coefficient (β)	Significance	Information
Work Environment (X_1)	0.956	0.000	Significant
Motivation (X_2)	0.183	0.001	

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Job Satisfaction (X_3)	0.428	0.003	
Constant (β_0) = 0.238 R Square = 0.711 Significance = 0.000 Standard error = 0.275			N = 37 $\alpha = 0.05$

Source: Primary data processed in 2023

Based on the results of calculations like table 4.15, the resulting regression model serves as an explanatory model for work environment, motivation and job satisfaction on performance at PT . Dua Tiga Sejahtera can be stated as follows:

$$Y = 0.238 + 0.956 X_1 + 0.183 X_2 + 0.428 X_3$$

Where: Y = Employee Performance

$$\begin{aligned} X_1 &= \text{Work Environment} & \beta_1 &= 0.956 \\ X_2 &= \text{Motivation} & \beta_2 &= 0.183 \\ X_3 &= \text{Job Satisfaction} & \beta_3 &= 0.428 \\ \beta_0 &= 0.238 & \epsilon &= 0.275 \end{aligned}$$

Based on the calculation results above, it can be explained as follows:

1. The significance value is smaller than the value of $\alpha = 0.05$, so statistically the work environment variables, motivation and job satisfaction simultaneously (together) have a significant influence on the performance of employees of PT. Dua Tiga Sejahtera at the 95% level of confidence.
2. The value of R^2 (*R-Square*) of 0.711 indicates that the magnitude of the direct influence of work environment variables, motivation and job satisfaction on employee performance at PT. Dua Tiga Sejahtera is 71.1% so that the influence of other variables not explained in the model is 28.9%.

4.6.3 Partial Model Testing Results

The results of the regression analysis in table 4.15 above can be interpreted as follows:

1. Significance of the effect of work environment variables on employee performance at PT. Dua Tiga Sejahtera obtained a significance value of 0.000, which means it is smaller than the value $\alpha = 0.05$. Therefore, the work environment partially has a significant effect on employee performance. It is also on this basis that the estimator variable for employee performance at PT. Dua Tiga Sejahtera .
2. Significance of the effect of motivational variables on employee performance at PT. Dua Tiga Sejahtera obtained a significance value of 0.001 which means it is smaller than the value $\alpha = 0.05$. Thus it can be stated that partially the motivational variable has a significant effect on employee performance. Because of that motivational variables can be included in the estimation model for performance at PT. Dua Tiga Sejahtera .
3. Significance of the influence of job satisfaction variables on employee performance at PT. Dua Tiga Sejahtera obtained a significance value of 0.003 which means it is smaller than the value $\alpha = 0.05$. Thus it can be stated that partially the job satisfaction variable has a significant effect on performance. Therefore, the satisfaction variable can be included in the estimation model for employee performance at PT. Dua Tiga Sejahtera .

4.6.4 Test of the Coefficient of Determination (R^2)

The value of the correlation coefficient and the coefficient of determination (R^2) can be seen in the following table:

Table 4.16 Determination Coefficient Test

Summary Model ^b					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.843 ^a	.711	.685	2.68717	2,440
a. Predictors: (Constant), Job Satisfaction (X3), Work Motivation (X2), Work Environment (X1)					
b. Dependent Variable: Employee Performance (Y)					

Source: Data processed by researchers, 2023

The value of R^2 Square is 0.711 which means that the coefficient of determination is 71.1% which is determined by the variables of job satisfaction, work motivation, work environment and the influence of other variables not explained in the model of 28.9%. While the results of the analysis of the correlation coefficient (R) obtained a result of 0.843 meaning that job satisfaction, work motivation, work environment are positively and strongly related to employee performance efforts at PT. Dua Tiga Sejahtera. If job satisfaction, work motivation, and work environment are improved, employee performance will increase.

4.6.5 Hypothesis test

The hypothesis proposed in this study is:

1. The first hypothesis Employee performance can be significantly improved in a positive direction through, work environment, motivation and job satisfaction. To prove this hypothesis using regression testing using a significance value of 0.000, which means it is smaller than the value $\alpha = 0.05$. Therefore, simultaneously (together) the variables of the work environment, motivation and job satisfaction have a positive and significant direction on the performance of employees at PT. Dua Tiga Sejahtera . On this basis, the hypothesis previously proposed can be accepted because it is proven true.
2. The second hypothesis is the employee performance of PT. Dua Tiga Sejahtera can be significantly enhanced with a positive direction through the work environment. To prove this hypothesis using regression testing using a significance value of 0.000, which means it is smaller than the value $\alpha = 0.05$. Therefore, partially the work environment variable has a positive and significant direction in improving employee performance at PT. Dua Tiga Sejahtera . On this basis, the hypothesis previously proposed can be accepted because it is proven true.
3. The third hypothesis is the employee performance of PT. Dua Tiga Sejahtera can be significantly improved in a positive direction through work motivation. To prove this hypothesis using regression testing using a significance value of 0.001, which means it is smaller than the value $\alpha = 0.05$. Therefore, partially the motivational variable has a positive and significant direction in improving employee performance at PT. Dua Tiga Sejahtera . On this basis, the hypothesis previously proposed can be accepted because it is proven true.

4. The fourth hypothesis is the employee performance of PT. Dua Tiga Sejahtera can be significantly improved in a positive direction through job satisfaction. To prove this hypothesis using regression testing using a significance value of 0.003, which means it is smaller than the value $\alpha = 0.05$. Therefore, partially the job satisfaction variable has a positive and significant direction in improving employee performance at PT. Dua Tiga Sejahtera . On this basis, the hypothesis previously proposed can be accepted because it is proven true.

4.7 Discussion of Research Results

4.7.1 Effect of work environment, motivation and job satisfaction on employee performance at PT. Dua Tiga Sejahtera.

Based on the research results and the results of data analysis, work environment, work motivation and job satisfaction have a significant and positive effect on the performance of employees of PT. Dua Tiga Sejahtera. This is shown using regression testing using a significance value of 0.000, which means it is smaller than the value $\alpha = 0.05$. Therefore, simultaneously (together) work environment variables, motivation and job satisfaction have a positive and significant direction on employee performance at PT. Dua Tiga Sejahtera.

Work environment, motivation and job satisfaction are important factors in improving employee performance, because these three things directly affect employees in completing their work. Therefore the increase in employee performance is high at PT. Dua Tiga Sejahtera will be achieved by improving the work environment, motivation and job satisfaction.

A good work environment will improve employee performance which is supported by a good working atmosphere and has been perceived by respondents to mean that leaders are able to create a comfortable working atmosphere for employees in completing their duties and responsibilities. Furthermore, the indicators for the availability of employee facilities are also well perceived by respondents, meaning that company leaders are able to provide complete facilities and a calm work environment. Then the indicators of relations between co-workers are also well perceived by respondents meaning that leaders are able to establish good relationships among employees and are able to communicate well between employees in conveying tasks and responsibilities to the fullest. Of the three (3) indicators, the working atmosphere does not contribute much among the other indicators.

Good work motivation will improve employee performance which is supported by behavioral direction indicators that have been well perceived by respondents, meaning that employees are able to complete work according to their abilities and company SOPs . Indicators of business level have been well perceived by respondents, meaning that employees are always focused on completing tasks and responsibilities according to their fields and expertise and employees are able to achieve company targets. Furthermore, the persistence level indicator has been well perceived by the respondents, meaning that employees are able to complete work with enthusiasm without making mistakes that are detrimental to the company. Of the three (3) indicators, the level of effort is lacking in making a contribution among other indicators.

Good job satisfaction will improve employee performance which is supported by indicators of being happy at work which have been well perceived by respondents meaning that employees feel happy with the results of the work produced and are able to meet the expectations of leaders so as to provide positive *feedback on the work of employees*. The

indicator of enthusiasm at work has been well perceived by respondents, meaning that employees are able to complete the work well so that they can achieve the work targets that have been planned. Furthermore, on indicators of working conditions that support good perceptions by respondents, it means that employees are able to complete work with supporting facilities and a good work environment. As well as indicators of supportive work partners that have been well perceived by respondents, meaning that employees are able to establish social relationships with fellow co-workers so that they support the implementation of existing tasks.

Working environment conditions are said to be good or appropriate if humans can carry out their activities optimally, healthy, safe and comfortable. Basically the creation of a comfortable, clean, healthy and enjoyable work environment for employees is very important because it has a direct or indirect effect on employee performance. As according to Kasmir (2016) the work environment is the facilities and infrastructure or conditions around the work location. While motivation to improve employee performance can be seen from the increased creativity and innovation of employees in completing work. Not only that, employees are also more encouraged to work as a team. As according to Mulyadi (2015), work motivation is an encouragement either from other people or from oneself in doing work consciously and enthusiastically to achieve the targets set. While job satisfaction is a determining factor for employee satisfaction or dissatisfaction with a job, employee dissatisfaction at work certainly affects work results or employee performance in the company. As according to Frihapma (2020) Job satisfaction is a pleasant feeling or employee perception of how good the work is, how comfortable it is and how much appreciation the work environment has for the work that has been done. Based on this description it can be seen that work environment, motivation and job satisfaction has an important role in supporting the good and bad performance of employees in the company, it is important for company leaders to pay attention to these things in order to achieve company goals.

The results of this study are in line with the research of Chintya Ones Charli, Putri Intan Permata Sari and Frihapma Semita Ade (2020) where the work environment, motivation and job satisfaction simultaneously and partially have a positive and significant effect on employee performance.

4.7.2 Influence of the Work Environment on Employee Performance of PT. Two Three Prosperous.

Based on the research results and the results of data analysis, the work environment has a positive and significant effect on the performance of employees of PT. Dua Tiga Sejahtera. This is indicated by the t value which has a significance value of less than 0.05 or a significance value of $0.000 < 0.05$. It can be concluded that the work environment has a positive and significant effect on the performance of employees of PT. Dua Tiga Sejahtera.

Based on the results of the above hypothesis test, the work environment has a significant effect on employee performance. With a harmonious relationship between employees, it will create a good work environment. Besides between employees, the relationship between employees and management is also very good. This shows that with a good work environment in work will get good performance while a bad work environment will produce low performance. A conducive work environment can directly influence employees in improving employee performance. On the other hand, an inadequate work environment will be able to

lower employee performance. A work environment is said to be good when people can carry out activities optimally, healthily, safely and comfortably

The descriptive results of this study indicate that the work environment is in a good assessment condition which is marked by the acquisition of an average score of respondents' answers, which is equal to 3.80 or is in an interval score of 3.40 - 4.19 (good rating category). On the working atmosphere indicator applied that the leader able to create a comfortable working atmosphere for employees in completing their duties and responsibilities. On the indicator of the availability of employee facilities, the leader is able to provide complete facilities and a calm work environment. In the indicator of the relationship between co-workers it is applied that leaders are able to establish good relationships among employees and are able to communicate well between employees in conveying tasks and responsibilities to the fullest.

The results of this study are in line with Tine Yulianti's research, Reza Santoso (2020), where work environment variables have a significant effect on employee performance. Research has proven that the work environment affects employee performance. This is reinforced by Nitisemito's theory (2012: 183), that a working environment condition can be said to be good if employees can carry out activities optimally, healthy, safe and comfortable, while an inadequate work environment requires more labor and time and does not support the design of an efficient work system. In addition, Sutrisno in Suwondo and Sutanto (2015) said that the work environment is the whole work suggestions and infrastructure that exist around employees who are doing work that can affect the implementation of work.

4.7.3 Effect of work motivation on employee performance PT. Two three

Prosperous.

Based on the results of the study, it shows that the variable Work Motivation has a significance value of 0.001 which means it is smaller than the value $\alpha = 0.05$. Therefore, partially the work motivation variable has a positive and significant direction in improving employee performance at PT. Dua Tiga Sejahtera . It can be concluded that work motivation has a positive and significant effect on the performance of employees of PT. Dua Tiga Sejahtera.

The descriptive results of this study indicate that work motivation is in a good assessment condition which is marked by the acquisition of an average score of respondents' answers, which is equal to 3.83 or is in the interval 3.40 - 4.19 (good rating category). The applied behavior direction indicators indicate that employees are able to complete work in accordance with the company's capabilities and SOPs. The applied business level indicator shows that employees are always focused on completing tasks and responsibilities according to their fields and expertise and employees are able to achieve company targets. As well as on the persistence level indicator applied that employees are able to complete work with enthusiasm without making mistakes that are detrimental to the company.

The way motivation works starts from someone who consciously recognizes the existence of a need that is not satisfied. This need can create a goal and an action that is expected to be a means to an end. If the goal is achieved, then the need will be satisfied, so that the same action will tend to be repeated when similar needs arise (Sunarto, 2015:10). Therefore motivation can be said as a form of encouragement, this encouragement aims to provide

enthusiasm that can improve a person's performance, so that in the future they can have a high level of performance and can bring a company or organization to a good goal.

This is in line with Bayu Dwilaksono Hanafi's research (2020), which states that work motivation influences employee performance. Employees who have high work motivation will have the urge to want to use their abilities to work. This is in accordance with the opinion according to Karyoto (2016, p. 109) motivation can be interpreted as encouragement. Something that is given thrust will certainly move. Motivation in the organization is applied to encourage workers so that they are enthusiastic about carrying out organizational activities, bearing in mind that a job done with enthusiasm can support the realization of organizational goals.

4.7.4 The Effect of Job Satisfaction on Employee Performance at PT. Two three Prosperous.

Based on the research results and the results of data analysis, job satisfaction has a positive and significant effect on the performance of employees of PT. Dua Tiga Sejahtera. This is indicated by a significance value of 0.003 which means it is smaller than the value $\alpha = 0.05$. Therefore, partially the job satisfaction variable has a positive and significant direction in improving employee performance at PT. Dua Tiga Sejahtera . It can be concluded that job satisfaction has a positive and significant effect on the performance of employees of PT. Dua Tiga Sejahtera.

The descriptive results of this study indicate that job satisfaction is in a good assessment condition which is marked by the acquisition of an average score of respondents' answers, namely 3.29 or in the interval 2.60 - 3.39 (fairly good rating category). Job satisfaction has an influence on employee performance, if something expected and desired by employees is fulfilled. The indicator of being happy at work shows that employees are happy with the results of the work they produce and are able to meet the expectations of the leader so as to provide positive *feedback on the results of the work of the employees*. In the indicator of enthusiasm at work, it is applied that employees are able to complete the work well so that they can achieve the work targets that have been planned. In the indicators of working conditions that support the application, employees are able to complete work with supporting facilities and a good work environment. As well as indicators of supportive work partners that have been applied that employees are able to establish social relationships with fellow co-workers so as to support the implementation of existing tasks.

The results of this study are in line with the results of research conducted by Faridah Jane Quinta, Innocentius Bernarto (2021) states that job satisfaction has a positive and significant effect on employee performance. This is supported by the opinion of Mayowan (2018) that "The perceived high or low level of employee job satisfaction will affect employee performance. If job satisfaction is achieved then the employee's performance on the organization is high. In addition, according to Prabu (2012), job satisfaction is a pleasant or unpleasant emotional state in which workers perceive their work. This can be seen from the positive attitude of workers towards the work they face and their environment. Conversely, dissatisfied workers will have a negative impact on work in different forms from one another.

Conclusion

Effect of Work Environment, Motivation and Job Satisfaction on Employee Performance at PT. Dua Tiga Sejahtera

Based on the results of research and data analysis, the conclusions obtained in this study are as follows:

1. Work Environment, Motivation and Job Satisfaction simultaneously have positive direction in improving employee performance at PT. Dua Tiga Sejahtera. This means that any change in the increase in the three independent variable indicators will increase the dependent variable. The better the application of the work environment, motivation and job satisfaction, the better the performance produced by employees.
2. The work environment has a positive and significant direction in improving employee performance at PT. Dua Tiga Sejahtera. This means that any change in the increase in work environment variable indicators can improve employee performance.
3. Work motivation has a positive and significant direction in improving employee performance at PT. Dua Tiga Sejahtera. This means that any changes in the increase in the indicators of work motivation variables can improve employee performance.
4. Job satisfaction has a positive and significant direction in improving employee performance at PT. Dua Tiga Sejahtera. This means that any change in the increase in the variable indicator of job satisfaction can improve employee performance.

Suggestions

Based on the results of data analysis, discussion and conclusions of this study, suggestions that can be put forward are:

1. For the Leaders of PT. Dua Tiga Sejahtera based on the respondents' answers, it was found that the indicator of job satisfaction is the indicator with the lowest average respondent's answer. Therefore, it is expected to pay more attention to things that can be a factor of high or low job satisfaction felt by employees.
2. For the leadership of PT. Dua Tiga Sejahtera, based on the respondents' answers, it was found that the work environment variable regarding the working atmosphere indicator, the average respondent's answer was the lowest, although it was classified as in the good category.
3. For future researchers, it is hoped that they can utilize and develop the results of this study using different variables, for example financial compensation and non-financial compensation or the indicators used for each variable need to be developed.

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