Exploring Employee Performance Influenced by Work Motivation, Job Satisfaction and Work Environment (Case Study at PT Kalbe Farma Tbk Jakarta)

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ABSTRACT

Introduction. Based on previous research conducted by Bachtiar (2012) and Reza (2010), according to Rahmawati (2011), Widyanti et al (2015) and Timothy (2017) there are differences in research results, so this study aims to analyze the effect of work motivation, job satisfaction, and work environment on employee performance.

Research methods. The population in this study were all 60 employees of PT Kalbe Farma Tbk Jakarta Global Supply Chain division. The sampling used is saturated sampling where the entire population is used as a sample so that the number of research samples is 60 people.

Data analysis. The analysis technique used is multiple linear regression.

Findings. Based on the results of the study, partially work motivationand job satisfaction have a significant positive effect on employee performance, while the work environment has no effect on employee performance. Adjusted R Square of 0.854 which means that employeeperformance is influenced by work motivation, job satisfaction and work environment with a percentage of 85.4% and the remaining 14.6% is influenced by other factors,

Recommendation. It is recommended for further researchers to add independent variables.

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

Background

The problem of human resources is still in the spotlight and the focus for companies to survive in the era of globalization. Human resources have a major role in every company activity. Although supported by facilities and infrastructure as well as excessive resources, without the support of reliable human resources, the company's activities will not be completed properly. This shows that human resources are the main key that must be considered with all their needs. Therefore, the success or failure of an organization or institution will be determined by the human factor or its employees in achieving its goals. Employees are required to be able to show good performance.

Employee performance sometimes increases and sometimes decreases, even the decline can reach a point where the institution or company will lose its prestige in the eyes of the public. According to Bangun (2012), for a company performance appraisal has various benefits, including evaluation between individuals within the organization, individual self-development, system maintenance, and documentation. Resource performance or productivity.

The rapid development of industrial technology today produces products, both goods and services with all kinds of variety and characteristics of each. Every product and service cannot be separated from supply chain activities, as in the manufacturing industry of course there are supply chain activities with the main activities of designing new products, planning production and inventory, carrying out production, delivery and delivery activities. also procurement of raw materials (Tummala and Schoenherr, 2011). Supply Chain Management (SCM) is an approach used to achieve efficient integration of suppliers, manufacturers, distributors, retailers and customers, meaning that goods are produced in the right quantity, at the right time, and in the right place with the aim of achieving a minimum overall system cost and also achieving a minimum overall system cost and also achieving the desired level of service. This research was conducted at PT Kalbe Farma Tbk Jakarta, one of the leading pharmaceutical and healthcare companies in Indonesia in the field of manufacturing, distributing and providing quality health products and services. This company produces various kinds of pharmaceutical ingredients. Kalbe Farma has the motto Innovation for a Better Life. Kalbe Farma has a business focus on 4 divisions: Pharmaceuical (focused on prescription
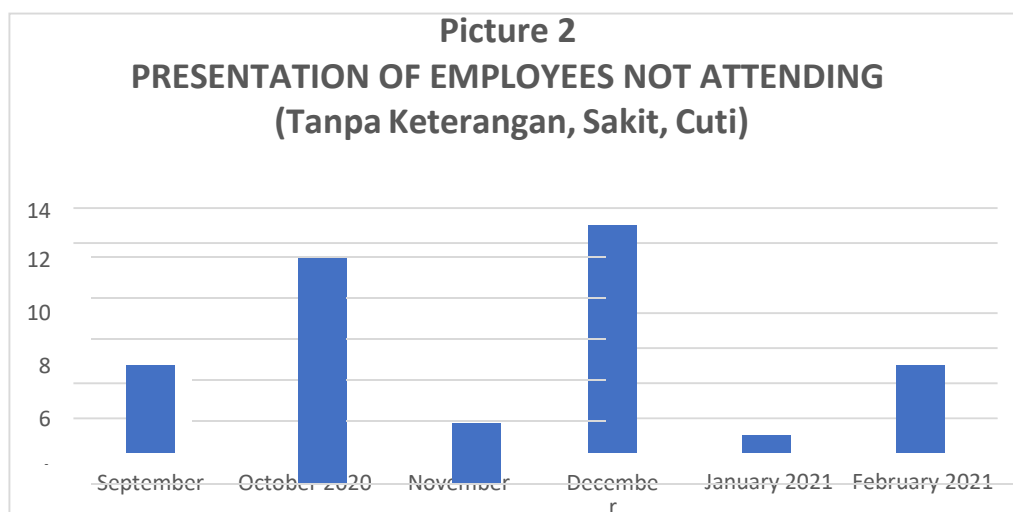
drugs), Consumer Health (focused on health products), Nutrionals (focused on nutrition) and Distribution and Logistics (focused on distribution and packaging).

Research is supported by Bachtiar (2012) and Reza (2010) that there is a positive and significant influence between employee motivation and performance, and there is a positive and significant influence between the work environment on employee performance, while Rahmawati (2011) and Widyanti, et al (2015) and Timothy (2017) state that work motivation does not have a positive and significant effect on lecturer performance. The level of work motivation shows a moderate level. This is due to the lack of infrastructure, there is no internal reward system and the punishment system is not enforced. So that there are still contradictions in the results of previous studies.

The phenomenon that occurs can be seen from the employee attendance list. With a graph of employee attendance, we can see how employee performance is increasing, decreasing or fluctuating. At PT Kalbe Farma Tbk every month there are several employees who are not present for their statements, namely without information, sick or on leave. This can be seen from the 2 diagrams below:

Picture 1
PRESENT OF ATTENDANCE OF
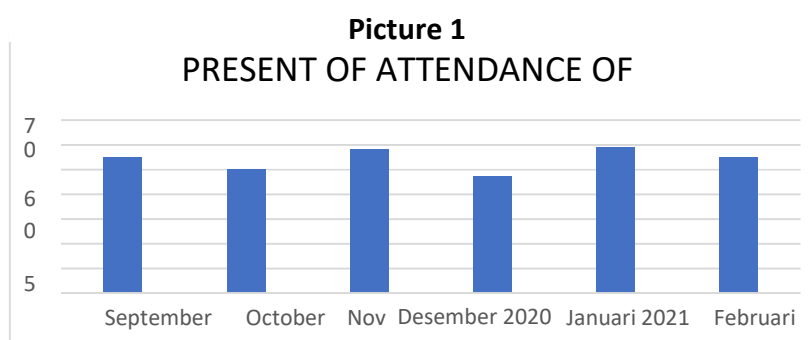
Source: Data processed by the author (2021)

Picture 2
PRESENTATION OF EMPLOYEES NOT ATTENDING
(Tanpa Keterangan, Sakit, Cuti)

Based on the data above, it can be seen that the percentage of employees who are present or absent still looks very volatile, which indicates that the motivation and performance of employees at PT Kalbe Farma Tbk is still not optimal, which means that employee performance is not optimal so it needs to be taken seriously.

From the results of research conducted by Bachtiar (2012) and Reza (2010), according to Rahmawati (2011), Widyanti et al (2015) and Timothy (2017) there are differences in the results of opposing studies, so the author is interested in conducting research with the title "Analysis of the Effect of Motivation Work, Job Satisfaction and Work Environment on Employee Performance PT. Kalbe Farma Tbk Jakarta Global Supply Chain division".

Formulation of the problem

The formulation of the problems put forward are: 1). Is there any influence of Work Motivation on Employee Performance at PT Kalbe Farma Tbk Jakarta Global Supply Chain division?

Effect of Job Motivation, Job Satisfaction and Work Environment
on Employee Performance

2). Is there an effect of Job Satisfaction on Employee Performance at PT Kalbe Farma Tbk Jakarta Global Supply Chain division? 3). Is there any influence of the Work Environment on Employee Performance at PT Kalbe Farma Tbk Jakarta Global Supply Chain division?

Research purposes

Based on the problem formulation that has been described previously, the objectives of this study are: 1). To determine and analyze the effect of work motivation on employee performance at PT Kalbe Farma Tbk Jakarta Global Supply Chain division, 2). To find out and analyze the effect of Job Satisfaction on Employee Performance at PT Kalbe Farma Tbk Jakarta Global Supply Chain Division 3). To find out and analyze the influence of the Work Environment on Employee Performance at PT Kalbe Farma Tbk Jakarta Global Supply Chain Division

Research Benefits and Uses

Based on the existing problems, the information obtained from this research is expected to be useful both theoretically and practically. And the results of this study are expected to be useful as follows: For Academics: It is hoped that it can become material for scientific studies and add references in the world of science and For Companies: As information and consideration for companies in providing motivation to employees of PT Kalbe Farma Tbk Jakarta, especially in the Global Division Supply Chain

THEORITICAL REVIEW

Work motivation

Understanding Work Motivation

According to Nawawi (2006) in his book explains, the word motivation (motivation) is basically the word motive (motive) which means encouragement, cause or reason for someone to do something. So in conclusion, motivation is a psychological force that arises from within that encourages or influences a person to do an act or activity to become the goal of the individual. The definition of motivation according to Hasibuan (2017) states that motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction. According to Manullang (2012), citing The Liang Gie's opinion, the formulation of motivating or driving activities is as follows: "The work done by a manager in providing inspiration, enthusiasm and encouragement to others, in this case his employees to take action. Giving this encouragement aims to remind people or employees so that they are enthusiastic and can achieve the desired results from these people.

According to Sutrisno, (2014) stated that motivation as a psychological process in a person will be influenced by several factors. These factors can be classified into two, namely internal factors and external factors that come from employees: Internal factors and external factors. Internal factors consist of: the desire to live; The desire to be able to have; Desire for appreciation; Desire for recognition; and the will to power. And external factors: working environment conditions; Adequate compensation; Good supervision; There is job security; Status and responsibilities; and flexible regulations.

Dimensions of Work Motivation

According to Maslow (2013) views an individual's motivation as a sequence of pre-determined needs. Maslow arranges these five types of needs in a timed manner because after being observed, several other needs place themselves when the needs at the initial level are met and vice versa. Divide human needs as follows:
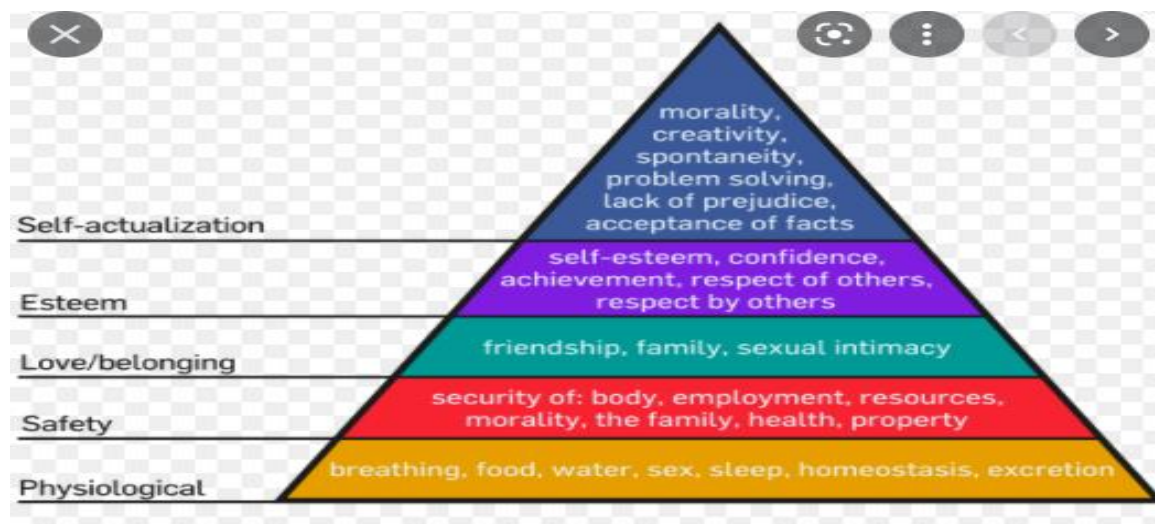
Job Satisfaction Theory
Definition of Job Satisfaction

In essence, job satisfaction is a feeling of pleasure or pleasure for workers in looking at and carrying out their work, if someone is happy with their work, then that person is satisfied with their work. According to Sutrisno (2014) Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters involving physical and psychological factors.

Work Environment Theory
Understanding Work Environment

According to Mangkunegara (2015) the intended work environment includes clear job descriptions, challenging work targets, effective work communication patterns, work climate and relatively adequate work facilities.

Performance Theory
Understanding Performance

According to Nawawi (2006), performance is the result of implementing a job, both physical/material and non-physical/non-material. Meanwhile, according to Mangkunegara (2017) performance is divided into two, namely individual performance and organizational performance. Factors Affecting Performance Here are some factors that affect employee performance. According to Sutrisno (2011) there are four factors that affect employee performance, namely: Effectiveness and Efficiency, Authority and responsibility, discipline and initiative.

### Employee Performance Characteristics

The characteristics of people who have high performance are as follows Mangkunegara (2017): Have high personal responsibility, Dare to take and bear the risks faced, Have realistic goals, Have a comprehensive work plan and strive to realize goals, Utilize feedback back) which is concrete in all work activities carried out, Looking for opportunities to realize the plans that have been programmed.

Previous Research

According to Aditya and Dirgantara (2010) and Rahmawati (2011) state that work motivation affects employee performance, Bachtiar (2012), Mudji (2012), Daniel (2015) and Herlambang (2014) state that motivation and work environment have a significant positive effect on employee performance. According to Tobing and Diana (2009) and Chaterina (2012) stated that job satisfaction has a significant positive effect on employee performance.

Framework

The research shells in this study are:

Effect of Job Motivation, Job Satisfaction and Work Environment
on Employee Performance
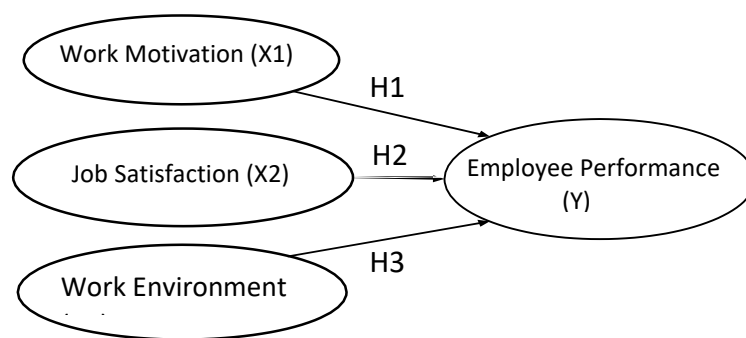
Figure 3 Research Framework

Research Hypothesis
Motivation on Employee Performance
According to the results of research According to Aditya and Dirgantara (2010) and Rahmawati (2011) Work Motivation has a positive and significant influence on employee performance. Based on the results of these studies, the hypotheses proposed in this study are:
H1: There is a significant positive effect between work motivation on employee performance
Job Satisfaction on Employee Performance
According to the results of research Diana (2009) and Chaterina (2012) stated that job satisfaction has a significant positive effect on employee performance. Based on the results of these studies, the hypotheses proposed in this study are:
H2: There is a significant positive effect between job satisfaction on
Employee performance.
Work Environment on Employee Performance
According to the results of research by Bachtiar (2012), Mudji (2012), Daniel (2015) and Herlambang (2014) stated that the work environment has a significant positive effect on employee performance. So the hypothesis proposed in this study is:
H3: There is a significant positive effect of the work environment on employee performance
RESEARCH METHODS
Research design
In this research, descriptive method is used, namely activities that include data collection in order to test hypotheses or answer questions concerning the conditions at the time the research was in progress.
Unit of Analysis
The unit of analysis in this study is the 60 employees of PT Kalbe Farma Tbk Jakarta's Globl Supply Chain division located at Jalan Rawa Gelam IV No.6 Pulogadung Industrial Estate, East Jakarta. The time of this research was carried out in March 2021 - May 2021.
Variable Operation
Referring to the problem formulation, research objectives and hypotheses that have been described in the previous chapter, the analyzed variables are as follows:
Dependent variable
    According to Sugiyono (2017), the dependent variable is a variable that is influenced or is the result of an independent variable. In this study the dependent variable is Employee Performance (Y) as the affected variable. Employee performance is defined as the level of achievement of results on the implementation of certain tasks.
Independent Variable
    According to Sugiyono (2017) and Gozali (2018), the independent variable is a variable that affects or causes changes or changes in the dependent variable. The independent variables in this study are Work Motivation (X1), Job Satisfaction (X2), and Work Environment (X3). In more detail the operational variables in this research can be seen in the following table: According to Hasibuan (2001) motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction.

According to Sutrisno (2009) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. According to Mangkunegara (2006) the intended work environment includes clear job descriptions, challenging work targets, effective work communication patterns, work climate and relatively adequate work facilities.

Population and Sample Technique

Population

According to Arikunto (2016) the population is the entire research subject. Meanwhile, according to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and drawn conclusions. All employees at PT Kalbe Farma Tbk Global Supply Chain division, totaling 60 employees as of May 2021.

Sample

The sampling technique used in this study is saturated sampling or often called a census, this is done when the population is relatively small. The sample used in this study were all employees of PT Kalbe Farma Tbk Global Supply Chain division, as many as 60 employees.

Data Types and Sources

The data used in this study includes primary data, namely data taken directly from respondents, namely employees of PT Kalbe Farma Tbk Jakarta Global Supply Chain division directly collected through research instruments in the form of questionnaires/questionnaires filled out by participants, using a Likert scale as the size scale. . Siregar (2015) with alternative values from 1 to 5

Instrument Validity and Reliability Testing

In this study using a questionnaire or using primary data, it is necessary to test the validity and reliability of the instrument.

Validity and Reliability Test

According to Arikunto (2016), Validity is a measure that shows the levels of validity or validity of an instrument. A valid or valid instrument has high validity. All statements and contained in all variables are declared valid because r count exceeds r table (0.2542). According to Sekaran and Bougie (2015), reliability is the reliability of a measurement that shows the extent to which the measurement is error-free. All variables are declared valid because Cronbach's Alpha value exceeds 0.60

Table 1. Variable Reliability Test Results X1,X2,X3 dan Y

Variable	Cronbach's Alpha	Description
Work motivation	0.805	Reliabel
Job satisfaction	0.763	Reliabel
Work environment	0.886	Reliabel
Employee performance	0.828	Reliabel

Source: SPSS data processing results version 25 (2021)

ANALYSIS RESULTS AND DISCUSSION

Description of Research Object

Company Profile PT Kalbe Farma Tbk

PT Kalbe Farma is an international company that produces pharmaceuticals, supplements, nutrition and health services based in Jakarta, Indonesia. This company produces various kinds of pharmaceutical ingredients. Kalbe Farma has the motto Innovation for a Better Life. Kalbe Farma was founded on September 10, 1966, by 6 brothers, namely Khouw Lip Tjoen, Khouw Lip Hiang, Khouw Lip Swan, Boenjamin Setiawan, Maria Karmila, F. Bing Aryanto. Kalbe Farma has come a long way from its beginnings as a pharmaceutical business managed in the garage of its founder in North Jakarta. The division of labor for employees is adjusted to the ability of each employee. So that there is no overlap in the implementation of work and responsibilities. The employee data based on their position are as follows:

Table 2. Employee Data of PT Kalbe Farma Tbk Global Supply Chain Jakarta division

No	Position	Number of Employees
1.	Director	2
2.	General Manager	10
3.	Supervisor	18
4.	Senior Staff	20
5.	Junior Staff	10
	JUMLAH	**60**

Source: Employee Data for 2021 PT Kalbe Farma Tbk

Multiple Regression Coefficient Analysis Results

Based on the results of multiple regression tests between work motivation, job satisfaction and work environment on employee performance, it can be seen as follows:

Table 3 Linear Regression Test Results Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
IndependentVariable	-7.220	2.682		-2.691	.009		
Work motivation	.574	.092	.558	6.215	.000	.307	3.257
Job satisfaction	.408	.095	.404	4.314	.000	.282	3.542
Work environment	.016	.060	.014	.259	.797	.800	1.251

a. Bound Variable: Employee Performance Source: Primary Data

Based on the linear regression output above, the multiple regression analysis model used in this study can be formulated as follows: $Y = 7.220 + 0.574 X1 + 0.408 X2 + 0.016$

The regression equation has the following meaning:

The constant value of 7.220 means that if the variables of Work Motivation (X1), Job Satisfaction (X2), and Work Environment (X3) are considered equal to zero (none), then the Work Environment variable (Y) is 7.220.The regression coefficient value for the Work Motivation variable (X1) is 0.574, meaning that if there is an increase in the Employee Performance variable (Y) with Job Satisfaction (X2), and the Work Environment (X3) is considered equal to zero (none), then every increase Work Motivation variable (X1) is one unit, then Employee Performance variable (Y) will increase by 0.574. The regression coefficient value for the Job Satisfaction variable (X2) is 0.408, meaning that if there is an increase in the Employee Performance variable (Y) with Work Motivation (X1), and the Work Environment (X3) is considered equal to zero (none), then every increase Job Satisfaction variable (X2) is one unit, then the Employee Performance variable (Y) will increase by 0.408.The regression coefficient value for the Work Environment variable (X3) is 0.016, meaning thatif there is an increase in the Employee Performance variable (Y) with Work Motivation (X1), and Job Satisfaction (X2) is considered equal to zero (none), then every increase in the Work Environment variable (X3) is one unit, the Employee Performance variable (Y) will increase by 0.016.

Coefficient of Determination Analysis (R2)

This analysis serves to see and determine the percentage of the influence of the independent variable on the dependent variable. The results of SPSS for the coefficient of determination from this study are in table 4

Effect of Job Motivation, Job Satisfaction and Work Environment
on Employee Performance

Table 4. Coefficient of Determination (R2) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928[a]	.861	.854	1.943

a. Predictors: (Constant), Work_Motivation, Job_Satisfaction, Work_EnvironmentSource: Results of SPSS data processing version 25 (2021)

Based on table 4. above, it is found that the R square value is 0.861 or 86.1%, this shows that employee performance is influenced by the three independent variables used in this study, namely, work motivation, job satisfaction and work environment. While the remaining 13.9% is influenced by other variables not included in this study.

Analysis of the Model Feasibility Test (Goodness of Fit Models)

The feasibility test of the model is used to test the feasibility of the model used in the study. The F test is significant, then the model is worthy of research, or the model is fit. It is said to be feasible if the data fit (fit) with the regression equation. The calculation of the results of the ANOVA table is as follows:

Table 5. Model Feasibility Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1312.660	3	437.553	115.941	.000[b]
	Residual	211.340	56	3.774		
	Total	1524.000	59			

a. Bound Variable: Employee Performance

b. Independent Variables: Work Environment, Work Motivation, Job Satisfaction Source: Results of SPSS data processing version 25 (2021)

Based on the results of data processing above, it can be seen that the calculated F is 115.941 where F Table df 3:57 is 2.77, thus 115.941 > 2.85 (F arithmetic > Ftable) then (ha) is accepted and F sig 0.00 < 0, 05 so that it can be concluded that all independent variables, namely work motivation, job satisfaction and a decent work environment explain employee performance.

Hypothesis Testing Research Results

The t statistic test shows how far the influence of one independent variable individually in explaining the dependent variable. The t test in this study was carried out by comparing the significance of t with an alpha of 0.05. The results of the t-test can be seen in the following table: Ha is accepted if t-count > t-table Ho is rejected if t-count < t-table.

Tabel 6. Hasil Uji t

Coefficients[a]

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
IndependentVariable	-7.220	2.682		-2.691	.009		
Work motivation	.574	.092	.558	6.215	.000	.307	3.257
Job satisfaction	.408	.095	.404	4.314	.000	.282	3.542
Workenvirnment	.016	.060	.014	.259	.797	.800	1.251

Effect of Job Motivation, Job Satisfaction and Work Environment on Employee Performance

a. **Bound Variable: Employee Performance**

Source: SPSS data processing results version 25 (2020)

Hypothesis test T-test is a test used to determine the effect of the independent variables partially as follows:

Work Motivation on Employee Performance. From the results of SPSS Version 25 data processing in the table above, it is known that t count = 6.215. By using = 5% (nk) it is known that the t table value is 5% (60-3) = 1.67203 with Sig = 0.000 <0.05 so it can be concluded that t count is greater than t table or 6.215 > 1.67203 or Ho rejected and Ha accepted. This means that work motivation has a significant positive effect on employee performance.

Job Satisfaction on Employee Performance. From the results of SPSS Version 25 data processing in the table above, it is known that t count = 4.314. By using = 5% (nk) it is known that the t table value is 5% (60-3) = 1.67203 so it is concluded that t count is greater than t table or 4.314 > 1.67203 with Sig = 0.000 < 0.05 then Ho rejected and Ha accepted. This means that job satisfaction has a significant positive effect on employee performance.

Work Environment on Employee Performance. From the results of SPSS Version 25 data processing in the table above, it is known that t count = 0.259. By using = 5% (n-k) it is known that the t table value is 5% (60-3) = 1.67203 with Sig = 0.797 > 0.05, so Ho is accepted and Ha is rejected. This means that the work environment has no significant effect on employee performance.

Discussion of Research Results

The Influence of Work Motivation on Employee Performance

Work supported by several factors such as providing comfort for employees by getting guaranteed health insurance and old age insurance with a value of 267 including the very good category, respecting opinions and not discriminating. employees at work with a value of 264 are included in the very good category, the company provides promotion opportunities or promotions, the suitability of the assignment procedure with a value of 260 is included in the very good category, good communication and indicators of physiological needs, employees are also satisfied with the current income in accordance with enough to fulfill daily life with a score of 254 in the good category. These results support previous research by (Mudji, 2012) which examines the effect of work motivation on employee performance with the results of the analysis that work motivation has a positive and significant influence on employee performance.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant positive effect on the performance of PT Kalbe Farma Tbk employees. This means that job satisfaction at PT Kalbe Farma Tbk is able to improve employee performance supported by several factors such as the suitability of the current job desk in accordance with the fields and abilities of employees with a very good score of 268, good communication between superiors and subordinates, co-workers who mutually support with a score of 258 in the very good category, superiors are very motivating and proactive in explaining the tasks given with a score of 254 in very good, the company provides opportunities for promotion to a better career path with a score of 246 in the good category, employees feel quite satisfied with the salary which is currently accepted according to the work, skills and expertise of the employee with a score of 253 in the good category. These results support the previous research by Tobing and Diana (2009) which tested the effect of job satisfaction on employee performance with the results of the analysis that work motivation has a positive and significant effect on employee performance.

Effect of Work Environment on employee performance

Work environment is not able to partially affect employee performance. The work environment at PT Kalbe Farma Tbk is not able to affect employee performance because the daily work that occurs at PT Kalbe Farma Tbk is based on the system that has been implemented in the management of the Global

Effect of Job Motivation, Job Satisfaction and Work Environment
on Employee Performance

Supply Chain division. This indicates that PT Kalbe Farma Tbk already has a good system so that the environment will not affect the performance of the employees of PT Kalbe Farma Tbk. This result is not supported by previous research by Daniel, (2015) which examines the effect of the work environment on employee performance with the results of the analysis that work motivation has a positive and significant influence on employee performance. The results are supported by Veronica (2011) that the work environment has no significant effect on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The conclusions of this study are:

1. Work motivation has a positive and significant effect on employee performance. This means that with increasing work motivation, employee performance also increases. 2. Job satisfaction has a positive and significant effect on employee performance. This means that with increasing job satisfaction, employee performance also increases. 3. Work environment has no effect on employee performance. This means that the increase in the value of the work environment is not able to increase employee performance.

Recommendation

The recommendations given from the results of research and discussion are:

For Companies: 1. Based on the results of research on work motivation, the statement "I have a compact work team" has the lowest score. In this case, many employees still feel uncomfortable with their respective work teams, so it is recommended that employees carry out intensive and effective communication, so that the team is more compact. 2. Based on the results of research on job satisfaction that the statement "My colleagues respect each other" has the lowest value. So it is recommended to the work team to 3. Build a sense of togetherness, mutual trust, mutual respect. and evaluate.

For the next researcher. For further researchers to expand the independent variables, because the factors that affect employee performance are still many that have not been studied.

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Effect of Job Motivation, Job Satisfaction and Work Environment
on Employee Performance