



## AFFECTING EMPLOYEE PERFORMANCE (CASE STUDY AT PT NIS ELINA SECTION - SEMARANG BRANCH)

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### ABSTRACT

**Purpose:** This study examines factors affecting the performance of sales employees at PT NIS in Semarang. **Methodology:** The research involved 50 employees, using secondary data from questionnaires distributed via Google Forms. Multiple linear regression analysis was used for data analysis. **Results:** Communication (X1), Competence (X2), and System/Procedure (X5) positively and significantly affect employee performance (Y). Motivation (X3), Compensation (X4), Leadership (X6), and Corporate Culture and Environment (X7) do not have a significant impact. **Findings:** Communication, Competence, and System/Procedure are crucial for enhancing employee performance, explaining 80.4% of the performance variance. The remaining 19.6% is influenced by other factors not included in the study. **Novelty:** This study identifies key determinants of sales employee performance in the context of a specific company, providing insights for targeted improvements. **Originality:** The research offers a detailed analysis of various factors influencing employee performance using a comprehensive statistical approach. **Conclusions:** Effective communication, competence, and systematic procedures are essential for improving sales employee performance at PT NIS. **Type of Paper:** Research Paper

## INTRODUCTION

Human resource management (HRM) is one of the areas of general management that includes aspects of planning, organizing, implementing and controlling. This process is found in the functions / fields of production, marketing, finance and personnel. Because human resources (HR) are considered to play an increasingly important role in achieving company goals, various experiences and research results in the field of HR are systematically collected in what is called human resource management. The term "management" means a collection of knowledge about how to manage (manage) human resources (Sagala, 2009: 1). Performance is a function of motivation and ability. To complete a task or job, a person must have a certain level of willingness and a certain level of ability. A person's willingness and skills will not be effective enough to do something without a clear understanding of what to do and how to do it (Sagala, 2009: 549).

Performance is the real behavior that everyone displays as a work achievement produced by employees in accordance with their role in the company. Employee performance is very important in the company's efforts to achieve its goals (Sagala, 2009: 549). One factor to improve employee performance is communication. Communication according to (Sagala, 2009: 805), Communication is an oral or written relationship between two or more people that can lead to an understanding of a problem. In practice, there are four communication flows in a company, namely downward vertical communication, upward vertical communication, horizontal communication, and diagonal communication. Furthermore, the factor that affects employee performance is Competence, namely the ability of individuals to carry out a job correctly and have advantages based on matters relating to knowledge, skills and attitudes (Edison, Anwar and Komariyah, 2016: 142).

Motivation is also one of the factors that affect employee performance, motivation is a series of attitudes and values that influence individuals to achieve certain things in accordance with individual goals (Rivai and Sagala,

2011: 837). The next factor that affects employee performance is compensation, which is something that employees receive for the services they provide in their work. They contribute what they consider valuable, both energy and knowledge (Edison, Anwar and Komariyah, 2016: 154). Another factor that affects employee performance is the overall system of various elements/procedures that are structured and interconnected to achieve goals (Lubis, Hermanto and Edison, 2018).

Next is the Leadership Factor, which is an action that influences other people or subordinates to want to work together to achieve certain goals (Edison, Anwar and Komariyah, 2016: 89). The last factor is corporate culture and the environment, this is the result of the process of fusing and combining the cultural styles and behaviors of each individual previously brought into new norms and philosophies, which have the power and pride of the group in dealing with certain things and goals (Edison, Anwar and Komariyah, 2016: 119).

PT Nutricia Indonesia Sejahtera in Gajah Mungkur Area No.14 Semarang is a specialist in the field of nutritional fulfillment in the early stages of life since 1987. Nutricia has a long history in the field of nutrition since 1896 in the Netherlands. Nutricia invests in various research and development programs through partnerships with parents, health practitioners, universities and government agencies throughout the world including Indonesia. PT Nutricia Indonesia Sejahtera tries to take advantage of market opportunities, with more and more competitors, it is necessary to have a marketing strategy that makes it easier for consumers and makes it easier for new and loyal consumers to recognize the company and also the products produced by PT Nutricia Indonesia Sejahtera.

Currently, there are many milk producers that have emerged in the competition of advanced formula milk in Indonesia such as morinaga, s-26, enfagrow with promotional strategies that are carried out relatively almost the same for the upper middle market segment, making companies need the most effective and efficient promotional strategy for sellers of Nutrilon Royal advanced formula milk products, so as to increase sales volume can still be achieved.

One of the factors for products in the field to get a large selling out is the role of human resources that must have good performance. The performance of Semarang branch employees when viewed from the quantity of work has not shown optimal performance. This can be seen from the target set by the company that has not been achieved. The company hopes that the target will be achieved every month or reach a minimum average of 90% each month but in reality the target does not reach a minimum average of 90% each month). **Novelty:** This study identifies key determinants of sales employee performance in the context of a specific company, providing insights for targeted improvements. **Originality:** The research offers a detailed analysis of various factors influencing employee performance using a comprehensive statistical approach. The factors that affect performance are communication, competence, motivation, compensation (Edison, Anwar and Komariyah (2009: 205). This study examines factors affecting the performance of sales employees at PT NIS in Semarang.

## METHOD

The population in this study were all employees of the ELINA section of PT Nutricia Indonesia Sejahtera Semarang Branch, totaling 50 people. The sample in this study amounted to 50 people. Sampling Technique: The sampling method in this study was a saturated sample, which is a sampling technique if all members of the population are sampled. Data Analysis Technique, the analysis is aimed at the development and growth of a situation and only provides an overview of a particular situation by describing the characteristics of the object of research. The data from this study were then tested using several analytical techniques such as validity test, reliability test, partial regression reliability test (t test), t test is used to determine whether or not the variables in this study are true and the coefficient of determination test.

## RESULTS AND DISCUSSION

**General Description of Respondents** The data description of the research respondents in this study will explain the characteristics of the respondents, with regard to gender, education, class, age and length of service. To find out the identity of the respondents, this study will explain the characteristics of 50 respondents who are the sample in this study. The characteristics of the respondents are as follows:

**Table 1. Characteristics of Research Respondents**

No.	Demographic Characteristics	Category	Amount	Percentage
1.	Gender	Male	11	22%
		Female	28	56%
		<b>Total</b>	<b>39</b>	<b>78%</b>
2.	Age	19-25	30	60%
		26-35	15	30%
		36-40	5	10%
		<b>Total</b>	<b>50</b>	<b>100%</b>
		3.	Last Education	HIGH SCHOOL
D3	15	30%		
S1	10	20%		
<b>Total</b>	<b>50</b>	<b>100%</b>		
4.	Work Unit/Section	General Manager	1	2%
		Manager Supervisor	1	2%
		Team Leader Striker	2	4%
		Elina	2	4%
		<b>Total</b>	<b>20</b>	<b>40%</b>
				<b>24</b>
5.	Length of Service	0-12 months	5	10%
		1-2 years	16	32%
		3-4 years	20	40%
		4-5 years	9	18%
		<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Primary data processed, 2023

### Classic Assumption Test

#### Normality Test:

The normality results for the variables Communication (X1), Competence (X2), Motivation (X3), Compensation (X4), Systems/Procedures (X5), Leadership (X6), Company Culture and Environment (X7), and Employee Performance (Y) indicate that the data is normally distributed, with a p-value of  $0.655 > 0.05 (\alpha)$ . The Kolmogorov-Smirnov value is 0.119 with a significance of 0.074, indicating that  $H_0$  is accepted and the residual data is normally distributed.

#### Multicollinearity Test:

If all variables have a tolerance  $> 0.1$  and a Variance Inflation Factor (VIF)  $< 10$ , it indicates no multicollinearity between the independent variables in the regression model.

#### Heteroscedasticity Test:

The scatterplot graph shows points spread randomly above and below the number 0 on the Y-axis, indicating that heteroscedasticity is not present in the regression model.

### Model Strength Test

#### F Statistical Test:

According to SPSS version 26, with t count = 29.638 and t table = 2.24, since t count  $>$  t table,  $H_0$  is rejected. The significance value is  $0.000 < 0.05$ , leading to the rejection of  $H_0$ . Thus, Communication (X1), Competence (X2), Motivation (X3), Compensation (X4), Systems/Procedures (X5), Leadership (X6), Company Culture and Environment (X7) have a significant positive effect on Employee Performance (Y).

#### Testing the Coefficient of Determination:

The Adjusted R<sup>2</sup> value is 0.804, meaning that Communication (X1), Competence (X2), Motivation (X3), Compensation (X4), Systems/Procedures (X5), Leadership (X6), Company Culture and Environment (X7) explain 80.4% of Employee Performance (Y), while the remaining 19.6% is explained by other variables outside the study.

#### Multiple Linear Regression Analysis:

The SPSS calculations result in the following multiple linear regression equation for this study:

$$\hat{Y} = -1.008 + 0.129X_1 + 0.547X_2 + 0.045X_3 + 0.436X_4 + 0.933X_5 + 0.030X_6 - 0.552X_7.$$

### Hypothesis Test Results (T-test)

1. Hypothesis Testing the Effect of Communication ( $X_1$ ) on Employee Performance (Y)  
Based on the results of the SPSS version 26 test,  $t_{count} = 2.426$  and  $t_{table} = 2.018$ , so  $t_{count} > t_{table}$  then  $H_0$  is rejected. The significant value is  $0.015 < 0.05$ , then  $H_0$  is rejected. Conclusion, rejecting  $H_0$  means that Communication ( $X_1$ ) has a significant positive effect on Employee Performance (Y).
2. Test the Hypothesis of the Effect of Competency ( $X_2$ ) on Employee Performance (Y) Based on the results of the SPSS version 26 test,  $t_{count} = 4.307$  and  $t_{table} = 2.018$ , so  $t_{count} > t_{table}$  then  $H_0$  is rejected. The significant value is  $0.015 < 0.05$ , then  $H_0$  is rejected. Conclusion, rejecting  $H_0$  means that competence ( $X_2$ ) has a significant positive effect on employee performance (Y).
3. Test the hypothesis of the influence of motivation ( $X_3$ ) on employee performance (Y) Based on the results of the SPSS version 26 test,  $t_{count} = 0.260$  and  $t_{table} = 2.018$ , so  $t_{count} < t_{table}$  then  $H_0$  is accepted. The significant value is  $0.015 < 0.05$ , then  $H_0$  is accepted. Conclusion, accept  $H_0$  which means that motivation ( $X_3$ ) has a negative effect on employee performance (Y).
4. Hypothesis Testing the Effect of Compensation ( $X_4$ ) on Employee Performance (Y)  
Based on the results of the SPSS version 26 test,  $t_{count} = 1.297$  and  $t_{table} = 2.018$ , so that  $t_{count} < t_{table}$  then  $H_0$  is accepted. The significant value is  $0.015 < 0.05$ , then  $H_0$  is accepted. Conclusion, accept  $H_0$  which means compensation ( $X_4$ ) has a negative effect on employee performance (Y).
5. Test the Hypothesis on the Effect of Systems/Procedures ( $X_5$ ) on Employee Performance (Y)  
Based on the results of the SPSS version 26 test,  $t_{count} = 3.140$  and  $t_{table} = 2.018$ , so  $t_{count} > t_{table}$  then  $H_0$  is rejected. The significant value is  $0.015 < 0.05$ , then  $H_0$  is rejected. Conclusion, rejecting  $H_0$  means that the system/procedure ( $X_5$ ) has a significant positive effect on employee performance (Y).
6. Test the Hypothesis of the Influence of Leadership ( $X_6$ ) on Employee Performance (Y) Based on the SPSS version 26 test results,  $t_{count} = 0.153$  and  $t_{table} = 2.018$ , so  $t_{count} < t_{table}$  then  $H_0$  is accepted. The significant value is  $0.015 < 0.05$ , then  $H_0$  is accepted. In conclusion, accepting  $H_0$  means that leadership ( $X_6$ ) has a negative effect on employee performance (Y).
7. Test the hypothesis of the influence of company culture and environment ( $X_7$ ) on employee performance (Y).  
Based on the SPSS version 26 test results,  $t_{count} = -1.720$  and  $t_{table} = 2.018$ , so  $t_{count} < t_{table}$  then  $H_0$  is accepted. The significant value is  $0.015 < 0.05$ , then  $H_0$  is accepted. In conclusion, accepting  $H_0$  means that company culture and environment ( $X_7$ ) have a negative effect on employee performance (Y).

### Descriptive Statistical Analysis

Descriptive statistics is a method in research used to organize and summarize information. In terms of descriptive analysis, the steps taken are to be able to analyze and interpret the results of the research that has been done. The analysis used is to look at various indicators related to descriptive statistics, including the number of samples, minimum value, maximum value, average value (mean) and standard deviation of each variable. The following are the results of descriptive statistical research:

**Table 2. Descriptive Statistics Results**

No.	N	Descriptive Statistic					
		Range	Minimum	Maximum	Mean	Standard Deviation	
1.	Employee Performance	50	22	13	35	28.24	4.298
2.	Communication	50	40	25	65	51.34	7.878
3.	Competence	50	20	15	35	28.60	4.111
4.	Motivation	50	12	8	20	15.96	2.499
5.	Compensation	50	6	4	10	7.88	1.272
6.	Procedure System	50	9	6	15	12.08	1.676
7.	Leadership	50	11	9	20	15.72	2.433
8.	Culture & environment	50	12	8	20	16.14	2.109
9.	Valid N (listwise)	50					

Source: Primary data processed, 2023

### F statistical test

This test is to determine the overall ability of each independent variable (Communication ( $X_1$ ), Competence ( $X_2$ ), Motivation ( $X_3$ ), Compensation ( $X_4$ ), System / Procedure ( $X_5$ ), Leadership ( $X_6$ ), Corporate culture and environment ( $X_7$ )) to be able to explain its influence on the dependent variable employee performance. To find out whether the independent variable is affected by the dependent variable, it can be seen by comparing the calculated F value with the F value according to the table. With the calculated  $F_{value}$  greater than the  $F_{table}$ , the independent variables simultaneously affect the dependent variable.

**Table 3. F Distribution Test**

Model	Sum of Squares	df	ANOVA <sup>a</sup>		Sig.
			Mean Square	F	
Regression	752.733	7	107.53329.638		.000 <sup>b</sup>
Residuals	152.387	42	3.628		
Total	905.120	49			

Dependent Variable: Employee Performance.

Predictors: (Constant), Corporate Culture. and. Environment, Communication, Motivation, Compensation, System. Procedures, Leadership, Competence

Source: Primary data processed, 2023

Based on the table above, the significance value (sig.) of the output is less than 0.05. If the sig. value < 0.05, the hypothesis is accepted. Therefore, Communication (X1), Competence (X2), Motivation (X3), Compensation (X4), Systems/Procedures (X5), Leadership (X6), and Corporate culture and environment (X7) collectively influence performance. Comparing the calculated F value with the F table value, the output shows an F value of 29.638. Since the calculated F value is greater than the F table value of 2.24 (df = n-1-k; 50-1-7 = 42), it can be concluded that the hypothesis is accepted, meaning compensation, work discipline, and work environment collectively affect performance.

#### Testing the Coefficient of Determination

The coefficient of determination ( $R^2$ ) measures how well the model explains the variation in the dependent variable.  $R^2$  ranges between zero and one. A low  $R^2$  indicates that the independent variables explain the dependent variable's variation to a limited extent. A value close to one indicates that the independent variables provide almost all the information needed to predict the dependent variable's variation. Generally,  $R^2$  is relatively low for cross-sectional data due to high variation between observations, while time series data usually have a higher  $R^2$ . The combined effect of Communication (X1), Competence (X2), Motivation (X3), Compensation (X4), System/Procedure (X5), Leadership (X6), Corporate culture and environment (X7), and Employee Performance (Y) can be seen in the coefficient of determination ( $R^2$ ).

**Table 4. Determination Coefficient Test**

Model Summary b <sup>2</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.912 <sup>a</sup>	.832	.804	1.905	2.080

Predictors: (Constant), Corporate Culture and Environment, Communication, Motivation, Compensation, Systems/Procedures, Leadership

Dependent Variable: Employee Performance

Source: Processed Data, 2023

The amount of Adjusted  $R^2$  is 0.804, meaning that Communication, Motivation Competence, Compensation, Systems / Procedures, Leadership, Corporate Culture and the environment are able to explain Employee Performance by 80.4%, while the remaining 19.6% is explained by other variables outside the variables studied.

#### Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the effect of Communication (X1), Competence (X2), Motivation (X3), Compensation (X4), System / Procedure (X5), Leadership (X6), Corporate culture and environment (X7) and Employee Performance (Y) together through multiple linear equations.

**Table 5. Multiple Linear Regression Analysis Test**

Model	Standardized Coefficients	Coefficients B	Std. Error	Coefficients <sup>a</sup>		Sig.	Collinearity Statistics Tolerance	VIF
				Standardized Coefficients	Beta			
1. (Constant)		-1.008	2.304			.664		
Communication	.129	.053	.236	.236	2.426	.020	.423	2.366
Competence	.547	.127	.523	.523	4.307	.000	.272	3.679
Motivation	.045	.175	.026	.260	.796	.389	.389	2.571
Compensation	.436	.336	.129	1.297	.202	.405	.405	2.467
System/Procedure	.933	.297	.364	3.140	.003	.299	.299	3.349
Leadership	.030	.194	.017	.153	.879	.331	.331	3.017
Company Culture & Environment	-.552	.321	-.271	-1.720	.093	.162	.162	6.183

a. Dependent Variable: Employee Performance.

Source: Primary data processed, 2023

Based on the SPSS calculations, the multiple linear regression equation for this study is:  $\hat{Y} = -1.008 + 0.129X_1 + 0.547X_2 + 0.045X_3 + 0.436X_4 + 0.933X_5 + 0.030X_6 - 0.552X_7$ .

- The constant  $b_0$  of -1.008 indicates that if all independent variables are held constant, the employee performance value would be -1.008, indicating a negative outcome.
- The regression coefficient for communication (0.129) shows that improved communication leads to increased employee performance when other variables remain constant. Conversely, if communication is not improved, employee performance declines.
- The regression coefficient for competence (0.547) suggests that higher competence leads to better employee performance when other variables are constant, while lower competence results in decreased performance.
- The motivation regression coefficient (0.045) indicates that increased motivation boosts employee performance with other variables constant. Without increased motivation, performance declines.
- The regression coefficient for compensation (0.436) shows that higher compensation enhances employee performance when other variables are constant, while lower compensation reduces performance.
- The system/procedure regression coefficient (0.933) indicates that improvements in systems/procedures lead to better employee performance with other variables constant. Conversely, lack of improvements results in decreased performance.
- The leadership regression coefficient (0.030) suggests that better leadership improves employee performance with other variables constant, while poor leadership diminishes performance.
- The regression coefficient for corporate culture and environment (-0.552) indicates that improvements in corporate culture and environment actually decrease employee performance when other variables are constant, and vice versa.

## CONCLUSION

The study finds that communication (X1), competence (X2), and system/procedure (X5) positively and significantly impact employee performance at PT Nutricia Indonesia Sejahtera. Communication shows a regression value of 0.129, t-value of 2.018, and a significance level of 0.020. Competence has a regression value of 0.547, t-value of 2.018, and a significance level of 0.000. System/procedure presents a regression value of 0.933, t-value of 2.018, and a significance level of 0.003. However, motivation (X3), compensation (X4), leadership (X6), and corporate culture and environment (X7) do not have a significant positive effect on employee performance. Motivation has a regression value of 0.045, t-value of 2.018, and a significance level of 0.796. Compensation shows a regression value of 0.436, t-value of 2.018, and a significance level of 0.202. Leadership has a regression value of 0.030, t-value of 2.018, and a significance level of 0.879. Corporate culture and environment present a regression value of 0.933, t-value of 2.018, and a significance level of 0.003.

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