

## THE INFLUENCE OF INTRINSIC MOTIVATION, ORGANIZATIONAL CULTURE, AND NON-PHYSICAL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. SRIWIJAYA MEDIA PARTNERS

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### **Abstract:**

*This study aims to determine the effect of Intrinsic Motivation, Organizational Culture, and Non-Physical Work Environment on Employee Performance at PT Sriwijaya Mitra Media. The analytical method used in this study is descriptive analysis method and inferential analysis with multiple linear regression assisted by the Statistical Product and Service Solution (SPSS) version 23. The data used in this Research is primary data and then distributed in the form of questionnaires to 103 employees at PT. The results of the analysis of multiple linear regression in this study that Intrinsic Motivation Variables (X1), Organizational Culture (X2) and Non-Physical Work Environment (X3) have a positive and significant effect on employee performance (Y) at PT. Sriwijaya Mitra Media. It is hoped that the result of study can improve employee performance at PT. Sriwijaya Mitra Media.*

**Keyword :** *Motivasi Intrinsic, Organizational Culture, and Non-Physical Work Environment*

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### **INTRODUCTION**

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When an Organization or Company carries out its business activities, the Company or Organization has factors that are bound and influence each other, in general, the main and most important factor in the Company is the Employees or Human Resources. Employee performance can be said to be one of the benchmarks for the Company's success in carrying out its activities. When the Company is run by employees with effective and efficient performance, the success rate of the Organization or Company becomes higher as well. Therefore, managing resources optimally and well is a mandatory thing to do, in other words, managing human resources needs to be done well. HR plays a very important role in mobilizing other resources with the aim of achieving company targets. In other words, if the human resources are running well, then the organization will run well.

Performance has a role, namely as a basis for assessment, it is obtained from the results of the work done. In carrying out work, a person is based on motivation. (Robbins 2008), states that motivation is someone who is willing to do work that can help the organization in achieving goals in return that someone can meet individual needs. Someone who has motivation in doing his job will have a good impact and contribution to the organization.

One of the benchmarks in determining the success of an Organization or Company is Employee Performance. The better and more effective the performance of employees, the success rate of an organization will increase. According to Certo, tracking employee activities at a certain time by assessing the results displayed by employees against the Company's achievement goals. (Ilyas, 2001).

Suryoadi (2012), stated that High Employee Performance is something that is desired by the entire company. With so many employees who have good performance, the quality of the results of the organization's products as a whole will also increase so that the company or organization can work optimally and well and can survive and compete in the global market.

Employees who are motivated to do their work can have a positive and good impact on achieving organizational goals. Motivation usually starts from within the individual, for example when someone does work and achieves the desired results well and accordingly, then someone will be more motivated, but on the contrary when someone does work and the results achieved are not as desired or the results are not good then someone will continue to work until the motivation is fulfilled or become less enthusiastic and desperate eventually resulting in someone's performance it will decrease.

It can be known, motivation is something that is able to move someone in carrying out activities or activities on something and aims to achieve the desired thing. Motivation can be divided into, Motivation that starts from oneself (intrinsic motivation) and from others or outside oneself (extrinsic motivation). Motivation can make a person more excited and influential in doing something, both positive and negative. Hamalik (2013: 158) states that motivation is a change in energy driven by one's desires and characterized by positive feelings and reactions to be able to meet goals.

Intrinsic motivation comes from within. With Intrinsic Motivation employees will be more aware of the responsibility of the job to encourage employees to complete their work. Therefore a person will be more aware that when performance is good, then the needs of life will be met. Research (Akbar & Troena, 2016) shows the influence between intrinsic motivation on employee performance. Work Environment, can be said to be a factor that has an impact on improving performance, when someone has a comfortable work environment will have a positive impact on the development and comfort of employees. That way employees will be more enthusiastic and will eventually be able to improve employee performance. The Work Environment can be divided into a physical work environment and a non-physical work environment.

As Sedarmayanti argues (2001: 31), the non-physical work environment is a condition related to relationships between colleagues, both with leaders and work partners. Another opinion says the work environment is a condition for employees in completing their work in a comfortable and safe room situation, both in the canor room or factory (Siagian, 2011: 139). Another factor that can influence employee performance is Organizational Culture which basically forms habits and attitudes that are expected to be in line with the vision and mission of the Organization or Company and can produce individuals with integrity and discipline, have good and commendable behavior, and are responsible and qualified both in terms of ability and skill.

(Firdinata & Mas, 2017) Explaining Organizational Culture, which is a system of values, norms, and beliefs that are agreed and embraced by all members of the Organization and used as a reference in action that will be a differentiator between one organization and another, in other words, Organizational Culture is the Main Identity of the Organization that is occupied and maintained (Massud & Immanuel, 2017). Organizational Culture is implemented with the aim that all existing members of the Organization can comply and follow and be guided by the values that apply to a Company. Therefore, Organizational Culture can be said to be a very important aspect to be better noticed by the Company or Organization. If the values and norms of Organizational Culture are created well, the Company will create a sense of comfort and security for employees in completing their work.

Based on the background above, the formulation of the problem: 1) Does Intrinsic Motivation have a positive and significant effect on employee performance at PT. Sriwijaya Media

Partners? 2) Whether Organizational Culture has a positive and significant effect on employee performance at PT. Sriwijaya Media Partners? 3) Whether the non-physical work environment has a positive and significant effect on employee performance at PT. Sriwijaya Media Partners?

Research Objectives: 1) To determine whether Intrinsic Motivation has a positive and significant influence on Employee Performance at PT. Sriwijaya Media Partners. 2) To find out whether Organizational Culture has a positive and significant influence on Employee Performance at PT. Sriwijaya Media Partners. 3) To find out whether the non-physical work environment has a positive and significant influence on employee performance at PT. Sriwijaya Media Partners.

Benefits of Research, As a reference for companies to pay more attention to the motivation of their employees so that employees can provide the best performance according to their expertise. With a safe and orderly organizational culture, employees will feel comfortable and will work more optimally, and a comfortable and safe work environment can encourage employee satisfaction with the surrounding environment well which will later affect increased performance and will help achieve company goals.

## **RESEARCH METHODS**

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In this study, the object of research used is employee performance that is influenced by intrinsic mobility, organizational culture, and non-physical work environment, especially at PT. Sriwijaya Media Partners. Then the research subject in writing this thesis is PT. Sriwijaya Media Partners. Data Source is the data used, this study uses primary data. Primary data is data obtained from the object of research and obtained by distributing questionnaires to PT Sriwijaya Mitra Media through 103 Questionnaires and given to questionnaires which will later be answered and returned to researchers.

The type of data in this study is quantitative data. Sugiyono explained (Sugiyono, 2017) quantitative data is a method of research based on concrete or positivistic data and data in the form of numbers and then measured with the help of the SPSS program version 23, to be investigated and produce conclusions. Questionnaire data comes from the answers of PT. Sriwijaya Media Partners.

The study population is defined as all employees who are subjected to generalization of samples taken from a study (Sturisko, 2013) The population in this study amounted to 139 people at PT. Sriwijaya Media Partners. As explained (Sugiyono, 2017) Sample is part taken from the total population. In this study, the technique used in sampling is the probability sampling technique, namely by taking a sample with the provision that each sample provides equal opportunities for all members when selected to be a sample.

Data collection method is an important and standard procedure in collecting data to be studied, (Sugiyono, 2017) Data collection method is carried out systematically. In this study, researchers use data collection techniques with questionnaires, researchers will provide a list of questions to PT employees. Sriwijaya Mitra Media to find out the answers related to this research which are objective or commonly called questionnaires.

According to (Sugiyono, 2017) the Likert scale is a measure term used in determining attitudes, income, perceptions of individuals and groups about social phenomena. The scale used in measuring research variables is called the Likert scale. By using this scale, the answers from the questionnaire items that have been submitted can have gradations from strongly agree to strongly

disagree and are related to Intrinsic Motivation, Organizational Culture, Non-Physical Work Environment.

## **RESULTS AND DISCUSSION**

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### **A. Characteristics Responden**

Karakteristik data are classified based on age, gender, recent education, length of work, and division of work section. The data that has been collected is used for analysis material while still paying attention to the situation to be faced. Samples taken as many as 103 employees at PT. Sriwijaya Mitra Media by distributing questionnaires to be filled out and returned within the time period determined by the researcher.

#### **1. Characteristics of Respondents by Gender**

that there are 103 employees of PT Sriwijaya Mitra Media consisting of 60 male employees with a percentage of 58.3% and 43 female employees with a percentage rate of 41.7%. Respondents with male sex have the largest number with a percentage of 58.3%.

#### **2. Characteristics of Respondents by age**

It can be seen that the number of employees at PT. Sriwijaya Mitra Media as many as 103 people, consisting of 50 respondents aged 20-30 years with a percentage rate of 48.5%, as many as 22 respondents aged 31-40 with a percentage rate of 21.4%, then 30 respondents aged 41-50 with a percentage rate of 29.1%, and as many as 1 respondent aged >50 with a percentage rate of only 1%. Respondents aged 22-30 years have the highest percentage of 48.5%.

#### **3. Characteristics of Respondents based on Recent Education**

It can be known the number of employees at PT. Sriwijaya Mitra Media as many as 103 people, consisting of 64 respondents with high school / vocational / equivalent education with a percentage rate of 62.2%, then 4 respondents with Diploma education (D1, D2, D3) with a percentage rate of 3.9%, 35 respondents with Bachelor (S1) education with a percentage rate of 33.9%. Respondents with the last education of high school / vocational / equivalent have the highest percentage of 62.2%.

#### **4. Characteristics of Respondents Based on Length of Work**

It can be seen that the number of employees at PT. Sriwijaya Mitra Media is 103 people, consisting of 77 respondents with a length of working < 5 years with a percentage of 74.70%, then 25 respondents who have worked for 5-20 years with a percentage of 24.30%, 1 respondent who has a length of work of 11-15 years with a percentage of 1%. Respondents with a long work of <5 years have the largest percentage of 74.70%.

#### **5. Characteristics of Respondents by Job Division**

It can be seen if the number of employees at PT. Sriwijaya Mitra Media is 103 people, consisting of 1 respondent of the Branch Manager division with a percentage of 1%, 1 respondent of the Assistant branch manager division with a percentage of 1%, 12 respondents of the Technical division with a percentage of 12%, 9 respondents of the Maintenance division with a percentage of 9%, 26 respondents of the Collection division with a percentage of 25%, 25 respondents of the Marketing division with a percentage of 24%, 5 respondents of the HRD division with a percentage of 5%, 10 respondents of the Finance division with a percentage of 9%, 14 respondents of the General Affairs section with a percentage of 14%. Respondents working in the Collection division have the largest percentage at 25%.

## **6. Analysis of the level of perception**

Analysis of perceptions of Intrinsic Motivation, Organizational Culture, and Non-Physical Work Environment on Employee Performance at PT Sriwijaya Mitra Media is an analysis method used to determine the perception of respondents by taking data that has been disseminated to employees at PT. Sriwijaya Media Partners. Various perceptions were obtained on independent variables, namely Intrinsic Motivation (X1), Organizational Culture (X2), and Non-Physical Work Environment (X3).

### **a. Descriptive Analysis of Intrinsic Motivation (X1)**

It can be known the results of the assessment made by Respondents on Intrinsic Motivation, with the average answer agreeing with the average total mean of Intrinsic Motivation (X1) as a whole of 4.23. The achievement indicator has the highest average mean with a value of 4.36 and the Probability of growth indicator has the least value of 4.06.

### **b. Descriptive Analysis of Organizational Culture (X2)**

Obtained scores with the results of the assessment conducted by Respondents on Organizational Culture with an average answer agreeing with the average total mean of Organizational Culture (X2) as a whole of 4.46. The observed Rules of Conduct indicator has the highest mean average with a value of 4.60 and the Organizational Climate indicator has the least value of 4.40.

### **c. Descriptive Analysis of Non-Physical Work Environment (X3)**

Obtained scores with the results of assessments conducted by respondents on non-physical work environments with an average answer agreeing with the average total mean of non-physical work environments (X3) as a whole of 4.46. Work atmosphere indicators such as kinship at work have the highest mean average with a value of 4.35 and good treatment indicators such as good and fair treatment between colleagues and superiors have the least value of 4.17.

### **d. Descriptive Analysis of Employee Performance (Y)**

It can be known if the results given by respondents to the employee performance statement with the average answer agreeing have a total average mean variable Y as a whole valued at 4.36. The observed indicator has the highest mean average, namely the Quality Indicator with a value of 4.45 and the Supervision indicator has the least value of 4.22.

## **C. Test Instruments**

### **1. Test Validity**

In Chapter III explained, the criteria needed in conducting the Validity Test. The Validity Test is carried out with the aim of testing whether the questionnaire statement submitted is suitable to be used as an instrument for this study. The validity test is assisted by the application of the SPSS program version 23, the coefficient is said to be valid if  $R_{calculate} > R_{tabel}$  Decision Making in determining the validity of the questionnaire in this study is  $R_{calculate} > T_{tabel}$  with a sig rate of 5%, otherwise if  $R_{calculate} < T_{tabel}$ , then the questionnaire is declared invalid. Statements on independent variables, namely Intrinsic Motivation totaling 9 items, Organizational Culture totaling 9 items, Non-Physical work environment totaling 9 items, and Employee Performance totaling 9 items with a total statement of 36 items. The value of  $n = 103$  then obtained the value of  $r$  table of 0.1630. It is decided if the overall calculation value obtained in this study is greater than  $r_{table}$ , which is 0.163.

## **2. Reliability Test**

The next stage, namely the Reliability Test, is carried out with the aim of knowing and testing whether the measuring instruments used have consistency to be used next. In the Validity Test, it is known that the statement item is declared Valid, the next stage, namely the Reliability Test, is carried out using the help of the SPSS program version 23 with the basis of decision making, namely the value of the Cronbach Alpha coefficient on each variable has a value equal to 0.60 or more. When an instrument is said to be reliable, the instrument is proven to be good enough so that it is able to display good data accuracy and can be trusted. It is known that all variables in the study used are said to be good because they have a value greater than or equal to 0.60. Then it can be concluded if the variable is said to be reliable.

## **D. Classical Assumption Test**

### **1 Normality Test**

The Normality Test used in this study is Kolmogorov Smirnov with the help of SPSS Application Program version 34. This test is carried out with the aim of knowing the distribution of data on the research data used. The basis for decision making in this study is that if the value of recognition is more than 0.05 then it can be said if the distribution of data in this study is normal, but if the value obtained is less than 0.05 then the distribution of data is abnormal. It is known that the Asymp Sig value is 0.161 C, so this shows if the data in this study has a normal distribution nature because the resulting value is greater than 0.05.

### **2. Multicolonicity Test**

Furthermore, the Multicolonicity Test was carried out with the aim of testing in the regression model whether there was a correlation between independent variables. The basis for decision making in the Multicolonicity Test is if the value of VIF or Tolerance. If the result of the VIF value in this study is less than 10 and the Tolerance value in this study is greater than 0.100 It can be said that multicolonicity does not occur. Looking at the VIF value obtained for the Intrinsic Motivation variable, which is 1,316, the Organizational Culture variable is 1,220, and the non-Physical Work Environment variable is 1,145. Then for the Tolerance value of the Intrinsic Motivation variable with a value of 0.760, the Organizational Culture variable of 0.820, and the non-Physical work environment variable of 0.873. Based on the results that have been described, it can be concluded that the values generated from the three variables in this study have a VIF value of less than 10 and a Tolerance value of more than 0.100 which means the regression model does not contain multicolonicity.

### **3. Heteroscedasticity Test**

The Heteroscedasticity test is part of the classical assumption test and in this study the Glejser test method, this test is carried out with the aim of seeing in the regression model whether there is a mismatch of variance of error in each observation and another in the regression model. The basis of decision making is a Regression Model that does not have symptoms of heteroscedasticity if the Sig. value is more than 0.05. Sig values of all independent variables are Intrinsic Motivation of 0.133, Organizational Culture of 0.704, and Non-Physical Work Environment of 0.350. This means that the resulting value of each variable is more than 0.05 which means that it can be said that the variables in this study do not have symptoms of heteroscedasticity.

#### 4. Autocorrelation Test

Autocorrelation Test is a test carried out with the aim of knowing whether in a regression model there is an influence between independent variables on the dependent variable, or in other words there should be no influence between the variables themselves. In this study, the Autocorrelation Test uses the DurbinWatson method as a basis for decision making, that is, if the DU value is smaller than DW is smaller than  $4-DU$  ( $dU < dW < 4-dU$ ) then it is said that the regression equation is good, it can be said that autocorrelation does not occur, then  $H_0$  can be accepted.

Dapat diketahui nilai dW pada penelitian ini yaitu 1.942 dan nilai dU atau dL dapat diperoleh dari tabel statistik Durbin Watson yaitu  $dU = 1,7374$  dan  $dL = 1,6153$ . Berdasarkan penjelasan tersebut maka diketahui persamaan ( $1,7374 < 1,942 < 2,2626$ ) hal tersebut berarti nilai dW berada diantara  $4-dU$  dan dU, maka dapat dikatakan model regresi pada penelitian ini tidak terjadi autokorelasi.

#### E. Double Regression Analysis

This analysis was carried out using the help of the SPSS program version 23 with the aim of knowing about how far the influence of independent variables is Intrinsic Motivation, Organizational Culture, Non-Physical Work Environment on dependent variables These results have meaning:

a) The constant value of  $a = 18,531$  which means that when the variables Intrinsic Motivation, Organizational Culture, and non-Physical Work Environment are not included in the study, then employee performance at PT. Sriwijaya Mitra Media still increased by 18,531%.

b) Coefficient value  $b_1$  of 0.254 which means when the Intrinsic Motivation variable increases 1 score is more optimal (such as stronger encouragement from within, giving encouragement, giving recognition, and giving positive returns), Employee performance at PT. Sriwijaya Mitra Media will experience an increase of 0.254% with the asumsi of other independent variables constant.

c) The value of the  $B_2$  coefficient of 0.164 which means that when there is an increase in the variable Organizational Culture 1 score, the performance of employees at PT. Sriwijaya Mitra Media experienced an increase of 0.164. Assuming another independent variable is constant.

d) The value of the  $B_3$  Coefficient of 0.430 which means that when there is an increase in the non-Physical Work Environment variable 1 score, the performance of Employees at PT. Sriwijaya Mitra Media experienced an increase of 0.430. Assuming another independent variable is constant.

#### F. Model Feasibility Test

##### 1. F Test

Test d is a test conducted to determine whether the independent variable has a simultaneous influence on the dependent variable. The basis for decision making in Test F is to compare the calculation with the  $f_{table}$ . If  $f_{calculate}$  has a value greater than 0.05 maka  $h_0$  is accepted which means the proposed hypothesis is rejected, but when  $f_{calculate}$  has a value smaller than 0.05 then  $h_0$  is tolerated which means the hypothesis is accepted. It can be known that the resulting F value is sig 0.000. The value is less than 0.05 ( $0.000 < 0.05$ ). This means that Intrinsic Motivation, Organizational Culture, and Non-Physical Work Environment have a positive and significant influence on Employee Performance at PT. Sriwijaya Media Partners.

##### 2. Test Coefficient of Determination $R^2$

The  $R^2$  test is used with the aim of determining the magnitude of the influence exerted by the independent variable on the dependent variable. The value of the Coefficient of Determination

R is used to predict the effect that the independent variable exerts simultaneously on the dependent variable. It can be known that the R value is 0.790, so with this value it can be concluded that the relationship between independent and dependent variables is quite strong. While the size of Adjust R Square is 0.613 or 61%, meaning that the result of this statistical calculation is that the dependent variable, namely employee performance, is influenced by independent variables, namely Intrinsic Motivation, Organizational Culture, and Non-Physical Work Environment. While the remaining 39% (100% - 61%) is influenced by other variables outside the regression model studied by the author.

### 3. Hypothesis Testing

The t test was conducted with the aim of determining how much influence the partial significance of the independent variable in the study on Employee Performance. The effect can be estimated using the significant value and t calculated that has been obtained. Basic Decision making is done by looking at the level of significance, if it is more than 0.05 then the hypothesis has an insignificant effect while if the value is less than 0.05 then the hypothesis has a significant effect.

Based on the results of the t test, the results of the t test can be concluded as follows:

1) The results of the t test on Variable X1 or Intrinsic Motivation for Employee Performance have been obtained with a calculated value of 5.166, which is greater than the Ttable of 1,987 and the sig of  $0.000 < 0.05$ . This means that the Intrinsic motivation variable (X1) has a positive and significant effect on employee performance at PT. Sriwijaya Media Partners.

2) The results of the t test on Variable X2 or Organizational Culture Variables on Employee Performance have been obtained with a calculated value of 2,573, which is greater than the Ttable of 1,987 and GIS of  $0.012 < 0.05$ . This means that the Organizational Culture variable (X2) has a positive and significant effect on employee performance at PT. Sriwijaya Media Partners.

3) The results of the t test on Variable X3 or non-Physical Work Environment Variables on Employee Performance were obtained with a calculated value of 9.642, which is greater than the Ttable of 1,987 and GIS of  $0.000 < 0.05$ . This means that the non-Physical Work Environment variable (X3) has a positive and significant effect on employee performance at PT. Sriwijaya Media Partners.

### G. The Effect of Intrinsic Motivation on Employee Performance

Intrinsic motivation is a drive from within a person to provide great participation with the goal of achieving organizational success. With the achievement of organizational goals, the goals of individual members are also achieved. In the results of the research that has been done above, it can be said that Intrinsic Motivation has a positive and significant effect on employee performance at PT. Sriwijaya Media Partners. With the Hypothesis Test Value that has been obtained of 5.166, that is greater than the Ttable of 1.987. The significance level has a value below 0.05 which is 0.000.

This positive and significant influence indicates that the increase in Intrinsic Motivation affects the improvement of Employee Performance. This is also evidenced by the value of the coefficient of 0.365. The company (in this case) strives to improve employee performance by always providing motivation and paying attention to what will make the intrinsic motivation of employees can encourage employees to be able to develop and improve company performance with the aim of achieving the goals set by the company.

That way employees will feel they have something that can be achieved because the company provides rewards or rewards to employees who work well and effectively. Therefore, the Company will be able to cultivate Intrinsic Motivation in Employees so that employee performance will increase and maximize. Basically, employee involvement in their work is needed by every



organization and company. Therefore, psychologically assume that employees in doing their work need to have encouragement and a feeling of security to continue their work and do it well, therefore the involvement is a positive thing at work.

When employees get encouragement from within themselves, a positive attitude will be shown thoroughly in the cognitive role in fulfilling their obligations optimally and fulfilled a sense of responsibility because in individuals feel they have a desire to make a great contribution, because employees realize by generating positive feedback and will help employees meet the needs and desires of the employees themselves. Intrinsic Motivation (X1) has a positive and significant influence with the results of regression analysis resulting in the conclusion that Hypothesis 1 is accepted, namely Intrinsic Motivation has a positive effect. If motivation is intrinsic to employees of PT. Sriwijaya can be put to good use, so the performance of its employees will increase and vice versa.

In research conducted by Rakhmat Triadi, Siti Hidayah, & Fasocho (2019) in the Journal of Management Economics and Accounting, with the title The Effect of Intrinsic and Extrinsic Motivation on Employee Performance mediated by Organizational Commitment, research results were obtained, namely Intrinsic motivation has a positive effect on employee performance, the higher the intrinsic motivation, the higher the employee performance. The samples taken were all members of the population by census method, as many as 142 people were obtained by equation method in path analysis.

#### **H. The Influence of Organizational Culture on Employee Performance**

Organizational Culture is a perception shared by members in an organization or company. Organizational Culture usually results from daily interactions within the Company, that is, when someone interacts together for some time, they will form a culture.

Based on the Hypothesis Test in the research that has been done above, it can be said that Organizational Culture has a positive and significant effect on employee performance at PT. Sriwijaya Media Partners. With the Hypothesis Test Value that has been obtained of 2,573 is greater than the Ttable value of 1,987. The significance level has a value below 0.05 which is 0.012. The positive and significant influence obtained indicates that the improvement of Organizational Culture affects the improvement of Employee Performance at Pt Sriwijaya Mitra Media. This is also evidenced by the value of the coefficient of 0.175.

The results of this Assessment are in accordance with previous research according to (Yoga Pratama, 2012), where intrinsic motivation has a positive and significant effect on Employee Performance. In a study conducted by Yoga Pratama entitled The Influence of Organizational Culture on Employee Performance at the Nanggung Bogor District Office in 2012, it was found that Organizational Culture significantly affects Employee Performance. This shows that organizational factors are very important to pay attention to in order to improve employee performance. The results showed that the null hypothesis (h0) was rejected and the Work Hypothesis (Ha) in this study was accepted which means that Organizational Culture has a significant effect on employee performance.

#### **I. The Effect of Non-Physical Work Environment on Employee Performance**

In managing a non-physical work environment organization is a very important thing to do supervision, although the work environment does not have a direct effect on production and employees who produce, but when the work environment is said to be good, employees will be able to carry out activities optimally, optimally, and safely and comfortably. When the non-physical work environment between employees is good, it will foster a comfortable nature to employees

that will make them able to concentrate on completing their work, so that the goals of the organization or company can be achieved.

Based on the results of Hypothesis Testing, results were obtained from research which stated that the non-physical work environment had a positive and significant effect on employee performance at PT. Sriwijaya Media Partners. The results of hypothesis testing have a value of 9.642, which is greater than the Ttable value of 1.987. The significance level is below 0.05 which is 0.00. The positive and significant influence obtained indicates that the improvement of the non-physical work environment affects the improvement of Employee Performance at Pt Sriwijaya Mitra Media. This is also evidenced by the value of the coefficient of 0.635.

When the non-physical work environment obtained by employees is comfortable and safe to work and in accordance with what is desired by employees, the performance that will be produced by employees will be more optimal and efficient. This research can be said to be in accordance with the results of previous research (Aan Supriadi, Vera Anitra 2020), namely the results obtained from the analysis carried out can be concluded that PT. Salim Surya Phone has a comfortable non-physical work environment for employees to work so that employee performance can be said to be optimal due to the support of an adequate non-physical work environment in maintaining smooth production, therefore it can be concluded. Non-physical work environment has a positive and significant effect on employee performance.

## **CONCLUSION**

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The conclusion is as follows:

Intrinsic Motivation has a positive and significant effect on Employee Performance. The research above proves that Intrinsic Motivation has a positive and significant influence on employee performance at PT. Sriwijaya Mitra Media which is shown by proving the hypothesis in the results of the t test, if the Intrinsic Motvasi of Employees is improved then Employee Performance Improvement will also be achieved.

Organizational Culture has a positive and significant effect on Employee Performance. The research above proves that Organizational Culture is proven to have a positive and significant influence on employee performance at PT. Sriwijaya Mitra Media which is shown by proving the hypothesis in the results of the t test, If the Organizational Culture is improved, Employee Performance Improvement will also be achieved.

Non-Physical Work Environment has a positive and significant effect on Employee Performance. The research above proves that the non-physical work environment is proven to have a positive and significant influence on employee performance at PT. Sriwijaya Mitra Media which is shown by proving the hypothesis in the results of the t test, If the non-Physical Work Environment is improved, Employee Performance Improvement will also be achieved.

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