

The Analysis Of Factors Affecting Work Performance Of Employees (Case Study At The Production Department Of PT. Yahata Fastener Indonesia)

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Abstract

This study aims to analyze the factors that affect employees' work performance in the production department of PT. Yahata Fastener Indonesia. The population in this study were all employees of the production department of PT. Yahata Fastener Indonesia. The sample used is a saturated sample that is as many as 50 respondents using. Methods of data collection using survey methods, with the research instrument is a questionnaire. Data analysis this study uses SPSS 22. The result of this study is that job training has a positive and significant effect on employees' work performance in the production department of PT. Yahata Fastener Indonesia. In addition, the physical and work environment has a positive and significant impact on the employees' work performance of the production department of PT. Yahata Fastener Indonesia. Finally, financial compensation has a positive and significant effect on employees' work performance in the production department of PT. Yahata Fastener Indonesia.

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INTRODUCTION

Competition in business ventures, especially in the industrial 4.0 and developing technology areas, is very competitive. Every company must meet consumer needs and strive to create a product that has advantages and makes products that are different from its competitors. Therefore, every organization is required to adapt quickly, supported by adequate human resources. Employee involvement is crucial for an organization's success because employees are essential in implementing a change process. One of the company's efforts is to improve the quality and development of employees by improving the quality of employees is expected to improve employee performance.

All of that can show that the achievements produced by the employees performance are significant for a company because it is the thing that determines the progress of the company. How high the level of work performance is determined by how important the company's role is in improving the quality of its employees.

High employee performance for each employee is something that the company highly desires. The more employees who excel, the more employees in the company will increase, and the company can survive in its business competition. Without a high work performance, they completed the work tasks assigned to them less well. The lack of good performance of the functions carried out by employees shows low work performance—good company performance supported by the potential of employees in the company. Employee performance has an essential role in achieving its goals because good employee performance will produce good quality. One of the interesting issues to be studied related to achieving a company's goals is employee performance. The company which suspected of not having optimal employee performance is PT. Yahata Fastener Indonesia is one of the integrated manufacturing companies engaged in manufacturing Bolts, Screws, and Nuts.

Employee performance problems that occur at PT Yahata Fastener Indonesia have decreased in terms of quality. Based on initial observations and interviews with Mr. Ii Saripudin as Supervisor of the Production division of PT Yahata Fastener Indonesia, it can show that there are still many Not Good (NG) products produced. Not Good (NG) products produced by the Company certainly result in financial losses and ineffective production time. In addition, the Company lost profits from products that failed to be sold to consumers. Therefore, it can be seen that the product Not Good (NG), which is still high, is one form of decreasing employee performance which can be seen from the data table on the number of Not Good (NG) products of PT. Yahata Fastener Indonesia for the period January-August 2020 below:

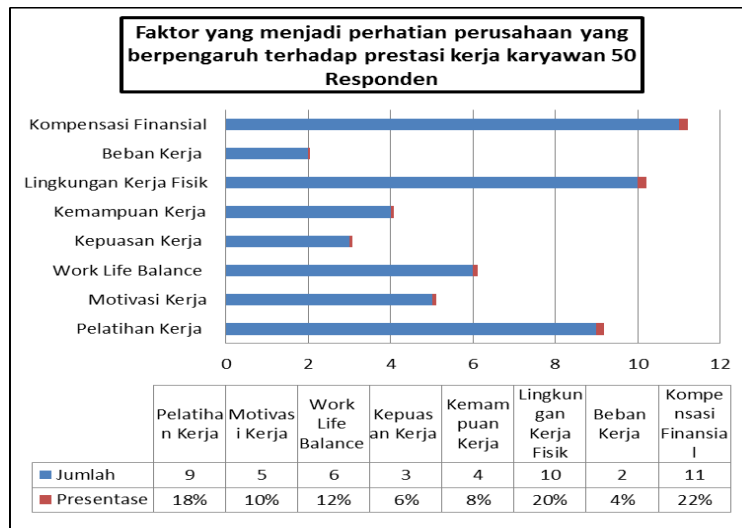
Table 1 1. Data on the Number of NG Products PT. Yahata Fastener Indonesia Period January - August 2020

No.	Month	Product Quantity	Amount of NG	Percentage
1.	Januari	130.000	3905	3,00 %
2.	Februari	140.000	4101	2,92%
3	Maret	130.000	3889	2,99 %
4.	April	120.000	4235	3,53%
5.	Mei	120.000	4330	3,61%
6.	Juni	115.000	3889	3,38%
7.	Juli	140.000	3677	2,63%
8.	Agustus	140.000	4335	3,10%
Total		1.035.000	323.361	26,16%
Rata-rata		129.375	40.420	3,27%

Source: PT Yahata Fastener Indonesia (2020)

The table above shows that NG products from the January-August 2020 period still have to reject products of 2.63% to 3.61%. Meanwhile, the company provides a tolerance limit for rejected goods of 2.00% during the production process every month. Thus, the work performance problem is not only seen from the damage to the goods produced but also from employees who have not reached production targets and existing customer claims.

Figure 1. Factors That Are of Concern to The Company That Can Affect Employee Performance



Source: Data diolah penulis (2020)

Based on the initial survey that the researchers conducted, namely distributing 50 questionnaires to 50 respondents and 50 respondents responding. That can show in the work performance of employees at PT. Yahata Fastener Indonesia is declining and less than optimal due to three factors that influence it: (1) The job training factor of 18%; (2) The physical work environment of 20%; and (3) Financial compensation of 22%

Employees are an essential asset at PT. Yahata Fastener Indonesia, to achieve success, facing competition with similar companies, and surviving amid fairly tight competition, is expected to continue to move by innovating in terms of products or outputs produced. Therefore, quality human resources are needed. To achieve these expectations, the company conducts training programs for its employees. With a good training program for employees, it hoped that it could increase self-confidence while at the same time increasing discipline in work so that employees can work optimally. As a result, the company can achieve the goals that have been set, namely employee work performance. Better.

Good training will produce good work performance so that it benefits the company and employees. Otherwise, lousy training will have a detrimental impact on employees and the company so that the company's goals are not achieved. Training for human resources is a necessity that will support companies to improve their capabilities, namely the company's ability to survive and compete in the industrial era 4.0. In general, employees want a pleasant, safe, and well-lit workplace and always fresh air. According to Sutrisno (2011), the work environment is the overall work facilities and infrastructure around employees that can affect work implementation. Problems that often arise at PT. Yahata Fastener Indonesia is in terms of the physical work environment that causes employees to feel uncomfortable and underlies researchers discussing the physical work environment.

Work performance problems that occur in employees of PT. Yahata Fastener Indonesia is where work performance is critical in the company to achieve its goals. The company needs high work

performance because the higher the work performance of each employee in the company, it will have a positive impact on the company's survival. Therefore, the job training factor needs to be done to get a workforce who has good knowledge, skills so that they are able to produce good work results, through training and development it is expected to increase the knowledge and skills of human resources in carrying out the tasks assigned by the company (Ratnasari, 2016).

The production target is also one of the crucial things in determining the company's pace. Production targets that are not met can cause the company to experience a decrease in turnover and failure in business. Therefore, it is a crucial thing to pay attention to in the company. In addition, production targets that are not appropriately met can lead to consumer disappointment with the company. Excessive consumer disappointment can cause companies to lose customers because they are considered unprofessional. To clarify issues regarding production targets, the following table of production targets and achievements:

**Tabel 2. Total Production of PT. Yahata Fastener Indonesia
Period January - August 2020**

No	Month	Target	Realisation	Claim	Percentage of Realisation (%)
1	Januari	150.000	130.000	3.905	86,6
2	Februari	150.000	140.000	4.101	93,3
3	Maret	150.000	130.000	3.889	86,6
4	April	140.000	120.000	4.235	85,7
5	Mei	150.000	120.000	4.330	80
6	Juni	130.000	115.000	3.889	88,4
7	Juli	150.000	140.000	3.677	93,3
8	Agustus	150.000	140.000	4.335	93
Total		1.770.000	1.035.000	32.361	58,4

Source: PT. Yahata Fastener Indonesia (2020)

Table 2. shows that there has been a decrease in the percentage of realization of production targets since January 2020. In January, the rate reached 86.6%, and in the following month, there was an increase of 93.6%. In March there was a decline so that the percentage was at 86.6%. Fluctuations occur until August 2020.

Employees are an important asset at PT. Yahata Fastener Indonesia in achieving success, facing competition with similar companies and to survive in the midst of fairly tight competition, the company is expected to continue to move by innovating in terms of products or outputs produced. To carry out these innovations, quality human resources are needed. In order to achieve these expectations, the company conducts training programs for its employees, with a good training program for employees, it is expected to increase self-confidence while at the same time increasing discipline in work so that employees can work optimally and the company can achieve the goals that have been set, namely employee performance. better.

Good training will produce good work performance so that it benefits the company and employees, otherwise bad training will have a detrimental impact on employees and the company so that the goals of the company are not achieved. Training for human resources is a necessity that will

support companies to improve their capabilities, namely the company's ability to survive and compete in the industrial era 4.0. In general, employees want a pleasant, safe and well-lit workplace, and always fresh air. According to Sutrisno (2011) the work environment is the overall work facilities and infrastructure that exist around employees that can affect the implementation of work.

An employee can carry out a job well to achieve optimal results if supported by an appropriate environmental condition (Sitepu, 2020). According to Hati & Brahmana (2016), compensation can improve work performance and motivate employees. Therefore, the attention of organizations or companies to rational and fair compensation arrangements is needed. The form of financial compensation applied in an organization consists of salaries, wages, benefits, and incentives, which currently tend to be questioned by most employees because they have not been distributed fairly and equitably for the provision of financial compensation to each employee. The gap in the provision of monetary compensation has not followed the demands for fulfilling needs and satisfaction. Including the increase in consumption needs that impact the high inflation of society in meeting unstable economic conditions, especially in the era of the Covid-19 pandemic with the level of income that employees receive from the wages they get, including various forms of compensation available at PT. Yahata Fastener Indonesia.

The number of complaints and dissatisfaction of the rate of financial compensation received by employees directly or indirectly impacts the process of work activities. It affects the implementation of daily work activities. Because employees are not motivated to carry out their actions, their compensation cannot improve their income. and well-being. Companies are always required to enhance employee performance so that the company can continue to grow. The way to create and maintain good employee performance is to provide good employee training. Then, it is accompanied by a good physical work environment from the company, which is expected to be a driving force for employees to work harder and improve their performance to produce and improve their performance. Better work performance. Because with the performance of employees from within each employee, they will be able to optimize their ability to do their jobs.

This research has the intention to seek data and information regarding:

1. The Effect of Job Training on Work Performance of Employees of the Production Department of PT. Yahata Fastener Indonesia.
2. The Effect of Physical Work Environment on Work Performance of Employees of the Production Department of PT. Yahata Fastener Indonesia.
3. The Effect of Financial Compensation on Work Performance of Employees of the Production Department of PT. Yahata Fastener Indonesia.

Literature Review

Employee Work Performance

According to Sutrisno (2011), work performance is the result of work in quality and quantity

achieved by employees in carrying out their duties following the responsibilities assigned to them. Furthermore, Asthenu (2015) states that a person achieves work performance in carrying out the tasks assigned to him based on skills, sincerity, and time. According to Sastohadiwiryo (2013), work performance is the performance achieved by an employee in carrying out the tasks and work assigned to him.

The dimensions used to measure work performance according to Mangkunegara (2013) are quality, Quantity, Implementation of Duties, and Responsibilities.

Job Training

Several experts put forward the definition of job training has different formulations but has the same thing. Training is a learning process to improve skills, knowledge or change employee attitudes as needed. According to Dessler (2016), the definition of training is, "Training is the process of teaching new employees the basic skills they need to perform their jobs." That is, training is the process of teaching new employees the skills needed to do their jobs. According to Maryadi (2019), training is an environmental forum for employees, where they acquire or learn specific attitudes, abilities, skills, knowledge, and behaviors related to work. Training involves all human resources to gain knowledge and learning skills to be able to use them on the job. The dimensions of job training include Ability, Knowledge, Training Process, and Training Objectives.

Physical Work Environment

The work environment understands that everything around employees can affect him in doing work. Therefore, according to Bahri, (2018), the work environment is one factor that can affect an employee's performance. Bahri, (2018) also argues that the work environment is the entire tooling and material environment faced by the surrounding environment where a person works, work methods, and work arrangements both as individuals and groups.

According to Sudaryo (2018), the dimensions of the physical work environment are as follows: Lighting, Coloring, Cleanliness, Sound/Noise, and Security.

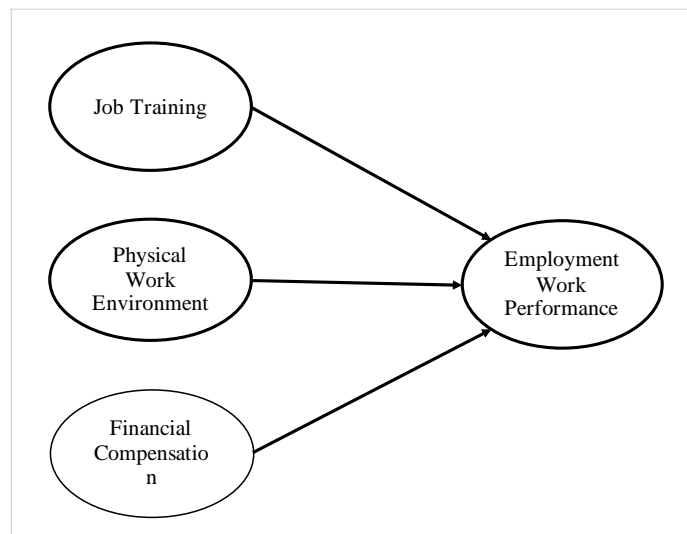
Financial Compensation

One way for management to improve employee performance is through the provision of compensation. Compensation issues are sensitive because they motivate someone to work. Therefore, every company or organization should provide compensation that is balanced with the financial compensation borne by its employees. Financial compensation is a form of compensation paid to employees in the form of money or services they contribute to their work (Wilson, 2012). According to Rivai (2014) "Financial compensation consists of direct and indirect compensation, compensation is a right for employees and it is the company's obligation to pay it. Direct compensation provided can be in the form of salaries, wages, and incentives. According to Hasibuan (2016), measuring employee financial compensation using the following dimensions: Salary, Wages, Allowances, and Incentives.

Research Hypothesis

In accordance with the background of the problem, identification and formulation of the problem as well as the theoretical basis used as a reference, the framework of this research can be described as in the image below.

Figure 2. Research Model



Source : self-processed data (2021)

The effect of work placement, work discipline, and intrinsic motivation on employee performance is determined as follows:

1. **Hypothesis 1:** Job training affects employee performance in the production department of PT. Yahata Fastener Indonesia. This hypothesis is supported by Yunila & Irdawati (2019) stating that job training, compensation and work discipline partially have a positive and significant effect on employee performance at PT. Bank Sutra Unaaha Branch.
2. **Hypothesis 2:** The physical work environment affects employees' work performance in the production department of PT. Yahata Fastener Indonesia. This hypothesis is supported by Latifah & Nurmalasari (2018) which states that the physical work environment and non-physical work environment partially have a positive and significant effect on work performance at the Mining and Energy Office of Ketapang Regency.
3. **Hypothesis 3:** Financial compensation affects employee performance in the production department of PT. Yahata Fastener Indonesia. This hypothesis is supported by Setiawan (2016) which states that work motivation and compensation partially have a significant effect on the work performance of employees of PT Sun Star Motor Branch Negara in 2016

METHOD

Type of Research

The study uses quantitative research, namely research in the form of numbers and analysis using statistics. The researcher for data collection uses an instrument in the form of a questionnaire carried out as a whole from the existing sample, and the data analysis is in the form of statistics.

Population and Sample

This study uses a census technique where all of the respondents are employees of the production department and related sections at PT. For example, Yahata Fastener Indonesia numbered 50 people.

The sample is a sub or element in the population that is selected to participate in the study. Therefore, the sample is part of the total population to be taken as a data source and representative. According to Sugiyono (2017), the saturated sampling technique is a sampling technique when all members of the population are used as samples. Therefore, the authors choose a sample using a soaking sampling technique because the population variables are minor. So the sample that the researchers used for this study were 50 people consisting of 30 employees of the production department, ten people of the quality control department, and ten employees of the PPIC department.

Data Analysis

Based on the objectives of the study, the method used in this study uses Multiple Linear Regression.

RESULTS AND DISCUSSION

The validity test results for the variables of job training, physical work environment, and financial compensation on employee performance show that it can conclude that all statement items are declared valid.

Table 3. Validity Test Result

Variable	Item Number Before Validity Test	Invalid Item Number	Number of Valid Items
Job Training (X1)	10	-	10
Physical Work Environment (X2)	10	-	10
Financial Compensation (X3)	10	-	10
Employment Work Performance (Y)	10	-	10

Source: self-processed data, (2021)

Based on the reliability test results above, this research instrument shows a correlation coefficient value above 0.6 which states that this research instrument is declared reliable.

Table 4. Reliability Test Result

Variabel	Cronbach's Alpha	Kriteria	Keterangan
Job Training (X1)	0.758		Reliabel
Physical Work Environment (X2)	0.806	Cronbach's Alpha above 0.60	Reliabel
Financial Compensation (X3)	0.782	so called reliable	Reliabel
Employment Work Performance (Y)	0.802		Reliabel

Source: self-processed data, (2021)

Based on the normality test results above, it can be concluded that each researcher's data is generally distributed because it has a significant value of more than 0.05.

**Table 5. Normality Test Result
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	.0000000	.0000000
	2.57436109	2.18631631
Most Extreme Differences	.097	.043
	.097	.043
	-.074	-.031
Test Statistic		.097
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is normal.

Source: self-processed data, (2021)

Table 5. show the results of the multicollinearity test, it can conclude that the tolerance value of the workability variable (X1) is $0.813 > 0.05$, the physical work environment variable (X2) is $0.850 > 0.05$, and the financial compensation variable (X3) is $0.800 > 0.05$, while VIF value of workability variable (X1) $1.275 < 10.00$ physical work environment variable (X2) $1.580 < 10.00$ and financial

compensation variable (X3) $1.610 < 10.00$. So in this test, there is no multicollinearity.

Table 6. Multikolinearity Test Result

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Job Training	0.813	1.230
Physical Work Environment	0.850	1.177
Financial Compensation	0.800	1.250

Source: self-processed data, (2021)

The scatterplot graph shows that the points spread randomly and do not form an apparent pattern spread above and below the Y-axis. Therefore, it can be concluded that there is no heteroscedasticity in the regression model. The regression model is feasible to use to predict employee performance based on input from independent variables: workability, physical work environment, and financial compensation.

Figure 3. Heteroskedastisity Test

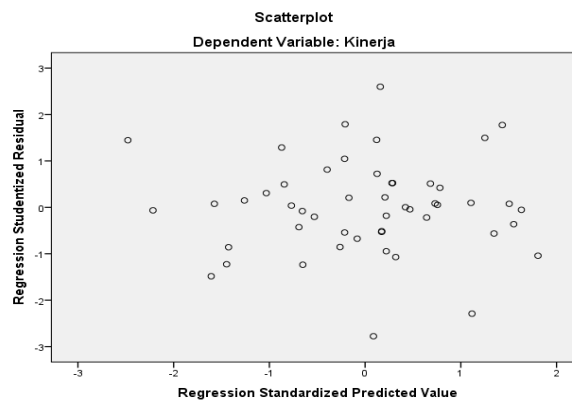


Table 7. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	T-Value	Sig.
	Std. Error		Beta		
	B	Error	Beta		
1 (Constant)	1.116	6.048		0.185	0.854
Job Training	0.260	0.124	0.241	2.092	0.042
Physical Work Performance	0.330	0.115	0.323	2.865	0.006
Financial Compensation	0.383	0.118	0.377	3.245	0.002

a. Dependent Variable: Kinerja Karyawan
 Source: self-processed data, (2021)

$Y = 1.116 + 0.260 X_1 + 0.330 X_2 + 0.383 X_3.$ The regression equation can be explained as follows:

follows:

1. The constant 1.116 means that if job training, physical work environment, and financial compensation have no effect or the value is null, and then the work performance value is 1.116.
2. The value of the Job Training coefficient of 0,260 means that if Job training increases by 1 point, the value of work performance increases by 0,260. Assuming the physical work environment and financial compensation are considered constant.
3. The value of the Physical work performance coefficient of 0.0,330 means that if Physical work performance increases by 1 point, the value of work performance increases by 0,330. Assuming the Job training and financial compensation are considered constant.
4. The value of the Financial compensation coefficient of 0.0,383 means that if Financial compensation increases by 1 point, the value of work performance increases by 0,383. Assuming the Job training and Physical work performance are considered constant.

Tabel 8. Hypothesis Test result

Hypothesis	Description	T Value	Conclusion
H1	Effect of job training (X1) on employee work performance (Y)	2.092	Accepted
H2	Effect of physical work environment (X2) on employee work performance (Y)	2.865	Accepted
H3	Effect of financial compensation (X3) on employee performance (Y)	3.245	Accepted

Source: self-processed data, (2021)

Table 8 shows that the t-count value of the variable Job training (X1) is 2,092, Physical work environment (X2) is 2,865, and financial compensation is 3,245. The hypothesis criteria can be accepted if the t-count is greater than the t-table (2,013) for an alpha of 5 percent. With this hypothesis, H1, H2, and H3 are accepted.

**Tabel 9. Determination Test Results
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710 ^a	.504	.471	2.657

Source: self-processed data, (2021)

Table 9 shows that the coefficient of determination or R square is 0.504; this value indicates that Job Training (X1), Physical Work Environment (X2), and Financial Compensation (X3) have a combined effect on Employee Work Performance (Y) of 50.4%. In comparison, the remaining 49.6% was influenced by other variables not examined. Other variables, for example, work culture, work motivation, and so on.

DISCUSSION

Effect of Job Training (X1) on Employee Work Performance (Y) Production Department PT. Yahata Fastener Indonesia

Based on the results of this partial test, job training has a positive and significant effect on the employees' work performance of the Production Department of PT. Yahata Fastener Indonesia. Job training significantly affects employee performance, job training can improve skills and achievements, and employee salaries will increase according to their work performance. Therefore, the company should pay attention to job training activities to increase the knowledge and workability of employees to improve further the work performance of the employees concerned.

The results of this study are supported by the results of previous research conducted. Yunila & Irdawati (2019) stating that job training, compensation and work discipline partially have a positive and significant effect on employee performance at PT. Bank Sutra Unaaha Branch.

Effect of Employmen Work Environment (X2) on Employee Work Performance (Y) Production Department PT. Yahata Fastener Indonesia

Based on the results of this partial test, the physical work environment has a positive and significant effect on the work performance of the Production Department of PT employees. Yahata Fastener Indonesia. It indicates that the physical work environment is one of the important variables or predictors of work performance, especially the work performance of employees of the production department of PT. Yahata Fastener Indonesia. It can predict that a good and positive physical work

environment will increase employee performance through a physical work environment.

The results of this study are supported by the results of previous research conducted by Latifah & Nurmalasari (2018), which states that the physical work environment and non-physical work environment partially have a positive and significant effect on work performance at the Mining and Energy Office of Ketapang Regency.

Effect of Emplymen Work Environment (X2) on Employee Work Performance (Y) Production Department PT. Yahata Fastener Indonesia

Based on the results of this partial test, financial compensation partially has a positive and significant effect on employees' work performance of the Production Department of PT. Yahata Fastener Indonesia. Therefore, one way for companies to improve employee performance is through financial compensation because, with this monetary compensation, employees can meet their needs directly, especially their physiological needs.

The results of this study are supported by previous research conducted by Setiawan (2016), which states that work motivation and compensation partially have a significant effect on the work performance of employees of PT Sun Star Motor State in 2016.

CONCLUSION

Based on the results of testing, processing, and analyzing data carried out regarding the effect of job training on employee performance, the impact of the physical work environment on employee performance, and the impact of financial compensation on employee performance. With this, study can draw the following conclusions:

1. Job training has a positive and significant impact on employees' work performance in the production department of PT. Yahata Fastener Indonesia. It shows that the results of the linear regression test, which has proven the first hypothesis. So, when PT. Yahata Fastener Indonesia provides job training, and employees participate in job training seriously, which will increase their knowledge and skills, increasing employee performance.
2. The physical work environment has a positive and significant impact on the employees' work performance of the production department of PT. Yahata Fastener Indonesia. So, it can be concluded that the increased physical work environment in the company will affect employee performance.
3. Financial compensation has a positive and significant impact on employees' work performance in the production department of PT. Yahata Fastener Indonesia. So, it can be concluded that the increasing financial compensation of an employee will increase employee work performance.

Based on the results above, here we give the suggestions. Furthermore, from the results of this study obtained several directions that the author, namely, can put forward:

1. Based on the study results, the job training variable has a positive influence on the work performance of the employees of the production department of PT. Yahata Fastener Indonesia. Training that the old employees train has been stagnating in working methods and problem-solving. As a result, employees tend not to thrive. If none of the old employees are qualified to provide job training, the company should form a unique training team that handles job training. It can develop the training materials supplied following technological updates and developments from the table of consumer demand. The new knowledge and skills taught by the coaching team will form flexible employee attitudes. It will undoubtedly increase the work of employees to be more creative and not monotonous.
2. Based on the study results, the physical work environment variable has a positive influence on the work performance of the employees of the production department of PT. Yahata Fastener Indonesia shows that the conditions there are pretty good. It is reflected in the temperature of the workspace, the provision of lights, and the circulation in the room. However, some things need to be considered, including the distance between items and other items in the workspace.
3. Based on the study results, the financial compensation variable has a positive influence on the work performance of the employees of the production department of PT. Yahata Fastener Indonesia, giving excellent and correct compensation is the right of employees and as an obligation of the company to support its employees to achieve the company's expected work results. On the other hand, the lack of financial compensation is often considered the main trigger for lazy employees to work, which causes a decrease in employee discipline and motivation to improve their work performance.
4. This study has several limitations so that there is an opportunity for further researchers to conduct research with other variables such as work motivation and employee work culture as predictors to affect employee performance.

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