

EMPLOYEES PERFORMANCE WITH THE DETERMINATION OF MOTIVATION, COMPETENCE AND WORK ENVIRONMENT

Lucky Hikmat Maulana¹, Sudatijati², Hapidz Padilla³

^{1,2,3}*Management Department. Economic Faculty, Djuanda University*

Corresponding Author: lucky.hikmat.m@unida.ac

Abstract: Employee performance is a reflection of employee work that determines the achievement of company goals. Performance optimization can be achieved through increasing motivation, competence, and work environment. This research is aimed at analyzing performance that is determined by motivation, competence, and work environment, both simultaneously and partially. The research design applies descriptive and verification approaches. Used multiple linear regression analysis, multiple correlation analysis, coefficient of determination analysis which is then tested by hypothesis. The results showed that motivation, competence, and work environment had a positive and real effect on employee performance. In contrast, partially motivation and competence had a positive and tangible impact on employee performance, except the work environment had no influence. It is recommended to appreciate the performance, communication skills, and work cycle activities that are oriented towards improving discipline.

Keywords: motivation; competence; work environment; employee performance

1. INTRODUCTION

The Good company performance is those that can achieve company targets, serve employees (HR) properly, then employees can carry out work accurately or without error, the right quantity of work, and awareness in carrying out their obligations, so that it has a high workforce to take advantage of opportunities and anticipate the challenges of an increasingly competitive business environment. Competitive advantage will be achieved by managing the core activities of the company, namely encouraging HR. Thus, HR management is directed to become the driving force of the company to continue to operate and compete sustainably, along with a shift in focus to HRM. Organizational management is required to change fundamentally in assessing human resources and work relationships correctly and appropriately because basically, employees have an important role for the company to create competitiveness that can add more value to investors and customers in general (Ganesh, 2016).

Employee Performance of PT. MBI in Indonesia is considered not optimal. Some elements of employee performance that have not been indicated, including 1) There are still employees who postpone their work, resulting in delays in the completion of the work charged, 2) Finding several things that indicate a lack of employee responsibility for tasks charged such as: playing gadgets during working hours, late employees don't feel embarrassed by repeating their mistakes, some employees spend lunch over a break, 3) Decrease in the quality of work is illustrated by the existence of container rejections that exceed the standard company (0.2%), as shown as follow:

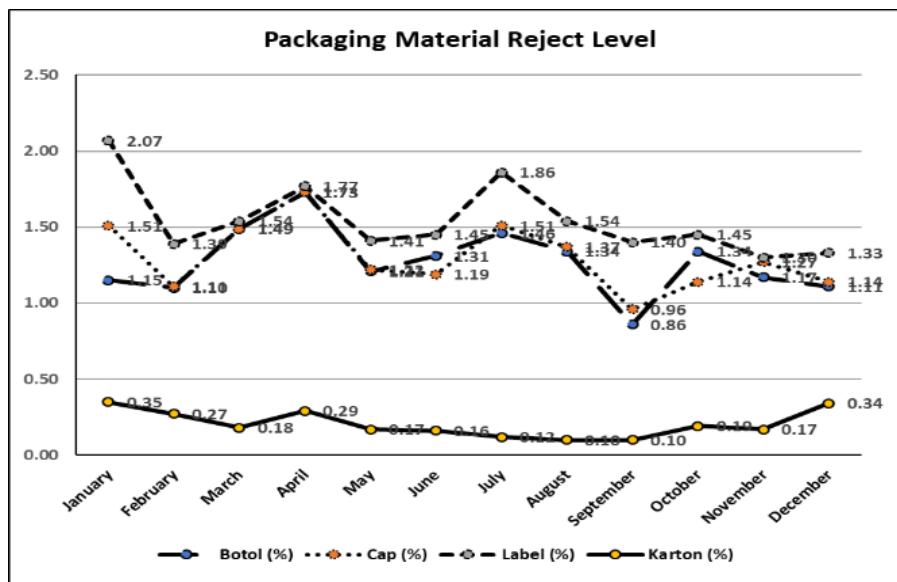


Figure 1 Packaging Material Reject Level Data (MBI, 2018)

The decline in employee performance thought to be caused by several factors such as motivation, competence, and workplace environment that has not supported daily work. Problems related to employee motivation are high absenteeism rates; the absent percentage recorded for 2016 is 0.4, which exceeds the company's tolerance level (0.2%). These reflects that the company's appreciation of outstanding employees is still lacking. Other factors, based on interviews, showed that in terms of knowledge, there were still employees who did not understand the theory of daily work and company requirements. Viewed in terms of skills and attitudes, found employees who could not work following the right job description. These is shown by the competency assessment, which shows the gap between the dictionary of competence and competency assessment -3. The last factor is the work environment, found things such as noise from production equipment being heard to the office room, inadequate light intensity, especially in the finished product warehouse, inadequate personal protective equipment, especially for the mechanics, conditions, and layout of the workshop room narrow is not comparable to repair equipment. These problems interfere with work concentration, inhibit the completion of work, speed up the process of fatigue and cause disruption to the limbs.

1.1. Motivation, Competence, Work Environment and Employee Performance

Human Resources Management (HRM) in the company has an essential role in managing employees, which determines the speed of the company. Human resource management is an activity carried out to get around, develop, motivate, and maintain high performance in the organization (Jalloh & Jalloh, 2016; van Zyl et al., 2017). HRM is a series of activities carried out to generate enthusiasm, develop skills, motivate employees, and maintain as an effort to maintain performance in the organization (Mangkunegara, 2015; Alemu, 2017)

Work motivation is the basis of an employee in the workplace, which encourages him to

achieve productivity. Motivation is a condition or energy that encourages employees to focus on achieving organizational goals (Rayburn & Gilliam, 2016; Farizki et al., 2017).

Competence needed in every HRM activity, such as employee sorting, planning, managing, and monitoring performance. The more competencies considered in the HR process will further enhance the organizational culture. Competence is the ability to do work based on skills, knowledge, and support by work attitudes demanded by work (Wibowo, 2016; Jani, Osteen & Shipe, 2016).

Workers' work environment must receive attention because that is a step that can be taken as an effort to ensure employees work without encountering obstacles. The work environment is the production machinery and materials faced, the environment around workers, working methods, and work arrangements both as individuals and groups Sedarmayati (2011). Optimizing human resources is a key factor for companies to get high performance. Performance is the work achieved by an employee both in quality and quantity in carrying out all duties and responsibilities given (Mangkunegara, 2015; Sartori et al., 2017).

1.2. Effect of Motivation, Competence and Work Environment on Employee Performance

High-performing employees are motivated employees and a kind and competent work environment that meets all aspects. These show that the better the motivation, the mastery of high competencies in various fields, and the adequate and supportive work environment, the performance of employees will increase. This opinion is following what was stated by Wirawan (2008) and Gleim et al., (2019), which explains that employee performance influenced by internal factors such as personal characteristics, physical condition, knowledge, experience, and work motivation and internal elements of the company. Environment as a company strategy sources the power used for the execution of work, leadership support, and management and compensation systems and supported by the results of research by Iskandar (2014). Mangkunegara (2015), concludes that there is a simultaneous influence between competence and work environment with employee job satisfaction, and confirmed by Farizki (2017) found that motivation and work environment has a real impact on employee performance, which means that it is true and not based on chance.

The focus of motivation is how to produce employee ambitions, in achieving the company's vision and mission. Motivation is very important because it is expected that every employee has the drive to work hard and truly achieve work productivity. Employee behavior is influenced and produced by desires, needs, goals, and decisions (Gagné, 2018). Based on this opinion, it can conclude that motivation is the motivation of an employee at work in the form of needs, desires, and goals that drive to perform well in the company. There is reinforced by the results of Rahmayanti's (2014) study, concluding that work motivation can affect employee performance so that the company prioritizes work motivation by providing support to employees in carrying out their functions and responsibilities in completing work.

Described by Wibowo (2016) and Jani, Osteen & Shipe (2016), competency indicators consisting of knowledge, skills, and attitudes" means that competencies describe the qualities possessed by competent employees so that they can quickly overcome the problems faced, inspire

that the work charged is an obligation . and responsible. The higher the competency of employees, the more performance will increase. This opinion is in line with the results of Djuawarto's research (2017), concluding that competence has a positive and real influence on employee performance, which means that if the skills, experience, and abilities of employees are improved, it will improve employee performance.

The work environment in the company requires special attention because the work environment directly affects employees. The work environment indicator put forward by Sedarmayanti (2011), includes good lighting, temperature, and air circulation control, absence of noise, color usage, room layout, and guaranteed safety when working" as a whole fulfills every aspect, will produce moral employees and lead to improved employee performance. This opinion is following the results of Wahyuningtyas's (2013) research, concluding that the work environment has a real influence on employee performance and has a positive direction, which means that the better the work environment, the employee's performance will increase.

2. METHODS

T. MBI Indonesia is the object of this study. The sample used 60 respondent, with the saturated sampling technique proposed by Sugiyono (2016), explaining that saturated sampling is a way of taking all members of the population to be used as research samples, if the population is relatively small <30 people or research wants to make generalizations with a very small error.

The variables to be analyzed in this study consist of motivation (X_1), competence (X_2), and work environment (X_3) as independent variables and employee performance (Y) of the dependent variable.

The type of data needed in this study are primary data and secondary data. Primary data is collected by survey method through observation, interview, documentation, and distribution of questionnaires that have tested for validity and reliability. In contrast, secondary data collected through literature study in available books and journals.

Description of analysis to describe the respondent's answer. To test the interpretation of respondents using a Likert scale type. According to Sugiyono (2016), the Likert Scale to assess attitudes, perceptions, and opinions of individuals or groups regarding social phenomena using calculations. Multiple correlation analysis to determine the relationship between work motivation, competence, and work environment with employee performance. The coefficient of determination analysis used to determine the magnitude of the contribution of motivation, competency, and work environment factors to the production of employees.

Simultaneous tests used to test the variables of motivation, competence, and work environment together to have a positive and real influence on employee performance. Partial test used to test each independent variable (motivation, competence, and work environment) has a positive and real impact on employee performance.

3. RESULTS AND DISCUSSION

The recapitulation employee responses to motivation, competency, work environment, and employee performance described as follows.

3.1. Motivation

Recapitulation employee response to motivation described as follows.

Table 1 Summary of Employee Motivation

No.	Statement	Score	Interpretation
1	Wages fair and decent	4.62	Giving wage fair and decent to an employee is very good
2	Recognition as an individual	4.42	The recognition of individual employees as very good
3	Recognition of achievement	4.15	Recognition of employees performance has been good
4	Chance to advance	4.52	Opportunity Employees to advance is very high
5	Good workplace	4.37	Employees working with a very high
6	Good work conditions	4.37	Conditions under which work employee very high
7	Appreciation for completion work	3.73	Respect for an employee upon completion work is already well
8	Leader attention to employee	4.28	Leadership attention to employees is excellent
9	Sympathetic on personal matters	4.40	Sensitive on the issue of individual employee excellent
10	Job Guarantees	4.72	Warranty work very well received by employees
11	Wages and Salaries	4.38	Wage and salaries of employees excellent
12	Allowance	4.20	Benefits paid by a company to employees has been good
13	Promotion	4.30	Promotion opportunities given by the company is excellent
	Total	56.45	
	Average	4.34	On the average employee motivation is very good

Based on recapitulation Table 1, it is known that the highest score found in job security indicators (4.72). In contrast, the lowest score is an indicator of full appreciation for work completion (3.73), and an average employee rating of 4.34, which includes a first category. This condition illustrates that in general, employees have excellent motivation at work.

Job guarantees provided by company, in the form of work accident insurance and employee health care insurance, which shows that the company has fulfilled its obligations in providing workforce social security as stipulated in Law Number. 3 of 1992, while a low assessment of full appreciation for the completion of work, indicated by the absence of rewards given by the company for the achievement or work achievement of employees, so it needs to consider again. The compensation for employees who excel will have a significant impact on increasing motivation. These make the situation in employees arise, directed, and maintain behavior at a goal.

The assessment is still low on several elements of work motivation, which categorized as useful, encouraging companies always to try to motivate employees to work so that they can function optimally and can express new ideas in their daily work. With the motivation of the company, the employee can motivate himself to provide the best for the company.

3.2. Competence

Recapitulation employee response on competency described as follows.

Table 2. Summary of Responses Employee of the Competency

No.	Statement	Score	Interpretation
1	Knowledge in the field of work	4.28	Knowledge of employees in the area of work is very high
2	Rules, procedure, new techniques in the company	4.40	Employee understanding of regulations, procedures, and new technologies in the company is very high
3	Non-verbal Communicate	4.17	The ability of employees is high in non verbally communicating
4	Verbal Communicate	4.40	The strength of employee is very high in communicating verbally
5	Creativity at work	4.42	The creativity of employees in action is very high
6	Spirit at work	4.62	Employees have a higher vision is in working
Total		26.28	
Average		4.38	An average competency of employees is very high

Based on the recapitulation Table 2, score highest rating is an indicator of spirit of work (4.62), while the lowest for assessment indicator of ability to non-verbal communicate (4.15). An average of employee assessments to variable competency of 4.38 which included a very high category. Conditions illustrate that employees have a high competency with a range of skills possessed, so they can complete all forms of work that's charged.

The company imposes strict sanctions on every employee if it does not comply with applicable regulations, works not following SOP, and does not achieve the company's targets in the form of reprimands, giving warning letters and Termination of Employment (FLE). These make employees have a high enthusiasm for achieving work performance because of avoiding these strict actions. The ability to communicate in writing gets the lowest rating because the Engineering and Warehouse department as a whole has a type of work that requires physical labor, so the ability to communicate in writing is not too intensive in both departments. However, companies can provide training programs for employees. These intended to improve employee competence at work further, to have excellent performance in the company

3.3. Work Environment

Recapitulation employee responses to the work environment described as follows.

Table 3. Recapitulation of Responses to Environment Employees Work

No.	Statement	Score	Interpretation
1	Light intensity	4.37	Light intensity is excellent
2	Thermostat	4.25	Tool of an air conditioner is excellent
3	Ventilation function	4.36	Ventilation work very good
4	Workspace Construction	4.42	Workspace Construction excellent
5	Soundproofing tools	4.38	Muffler excellent
6	Management of noise	4.13	Management of influence of noise has been good
7	Wall color and color composition	3.92	Wall color and form have the right color
8	Decor and room layout in the workplace	3.97	Decor and office design in the workplace is already good
9	Safety guarantee of employee	4.52	Assurances given excellent safety

No.	Statement	Score	Interpretation
10	Safety guarantee of goods or supplies employee	4.55	guarantee supplies or products of the employee is excellent
11	Security equipment	4.57	Hardware security is available with excellent
Total		47.37	
Average		4.31	On the average an excellent work environment

Based on the recapitulation, Table 3 can see that security equipment around the workplace is an indicator of the value of highest employee assessment (4.57), while lowest for indicator color of walls and color composition of objects in the workspace (3.92). The average score of environmental variables appraisal work is 4.31, which included the first category. Conditions illustrate that employees were working with excellent work environments.

Safety equipment is very well available because of company has implemented ISO 22000 in its operational activities as well as to meet the Occupational Safety and Health (K3) factors of employees at work. The color of the walls and the color composition of objects in the workspace get the lowest value because employees do not question the use of color. This is mean that the color of the walls and the color composition of objects in existing workspaces are sufficient to support daily work.

The assessment is still low on several elements of the work environment that are categorized as useful, encouraging companies to create a conducive environment and provide a sense of security to be able to work optimally. The work environment has a direct influence on employees in completing responsibilities to the company. If the employee likes the work environment, then the employee will be comfortable in the workplace to carry out activities and end all forms of work.

3.4. Employee Performance

Recapitulation of response employee performance described as follows.

Table 4. Summary of Responses employees Employee Performance

No.	Statement	Score	Interpretation
1	Accuracy and precision	4.27	Precision and accuracy of work employee very high
2	Cleanliness task results	4.33	Cleanliness of the results of the employee's duties are very high
3	Perfection task	4.00	Perfection results of work assigned to employee already high
4	Speed	4.33	Speed in completing work of employees is very high
5	Amount resulting	3.92	The volume of work produced by an employee already high
6	Amount of cycles completed activity	3.83	Amount of activity cycles that can complete employee has been high
7	Reliability in completing the task	4.23	Employee reliability in completing a job is very high
8	Knowledge of work	4.13	The employee has a top experience to support daily work
9	Awareness of obligation to carry out work	4.45	Recognition will include employee obligations as workers is very high
10	Ability to complete task	3.95	The strength of employees in completing tasks assigned already high
11	Bear the risk for decisions	3.88	Employees have a high ability to bear the risks of the

No.	Statement	Score	Interpretation
	taken		decisions taken at work.
Total		45.33	
Average		4.12	On average performance was already a high employee

Based on the recapitulation Table 4, it can see that awareness and obligation to carry out work is an indicator with the highest value of employee assessment (4.45). In contrast, the lowest is an indicator of several cycles of completed activity (3,83). The average score for evaluating the performance of employees amounted to 4.12, which includes a high category. Conditions illustrate that employees have high performance.

Awareness and obligation to carry out the work get the highest rating, because it is a competency that must be owned by employees in managing their duties. Besides, the company requires each employee to comply with all existing regulations in the company and carry out their obligations as workers. The number of activity cycles completed gets the lowest score due to small employee expertise in completing work, so it needs to be further improved. It is expected to have a good impact on company productivity.

3.5. Data Analysis

1. Regression Equations Estimation Results

Acquisition based on calculations using SPSS software ver. 23, obtained a regression equation to estimate following models: $Y = 2.363 + 0,332X_1 + 0,555X_2 + 0,204X_3 + \epsilon$.

These results can interpret: 1) The Regression coefficient of motivation (X_1) is positive meaning, motivation affects positive direction on employee performance, meaning that if motivation increases, expected to be followed by increasing employee performance. 2) The regression coefficient of competency (X_2) is a positive meaning, competency affects positive direction on employee performance, meaning that if competency increases, expected to be followed by increasing employee performance. 3) The regression coefficient of the work environment (X_3) is positive meaning, the work environment affects positive direction on employee performance, meaning that if the work environment increases, expected to follow by the improved performance of employees.

2. Correlation and Determination Analysis

Based on test results obtained by correlations (r) is a positive amount of 0.572, which is in range 0.400 to 0.599 (strong enough). Means better motivation, competency, and work environment, then employee performance will increase.

Based on test results obtained R^2 value of 0.327. These show the percentage contribution of the effect exerted by motivation, competency, and work environment on employee performance by 32.7%, while the remaining 67.3% explained by other factors such as leadership, culture, and work discipline that isn't include in the study (Sutrisno, 2011). The small contribution of independent variables in this research allegedly because the author only took 60 employees as a sample.

3.6. Hypothesis Tests

1. Simultaneous Hypothesis Testing

Test results are known value of F_{ount} amount 9.068 and F_{tabel} to $\alpha = 0.05$ with degree of freedom $df_1: 4-1 = 3$ and $df_2: 60-3-1 = 56$ amount to 2,769; can be concluded $F_{\text{count}} > F_{\text{table}}$ (9.068 > 2.769) and Sig F 0.000 < 0.05. Therefore motivation, competency, and work environment simultaneously have a real and positive effect on employee performance.

2. Partial Hypothesis Testing

Results of partial hypothesis testing (t-test) with t_{table} value at $\alpha = 0.05$ in degree of freedom $(n-k-1) 60-3-1 = 56$ amount to 1,673, described as follows.

- a. Effect of motivation on employee performance, t_{count} for variable motivation 2.572 means $t_{\text{count}} > t_{\text{table}}$ (2.572 > 1.673). Means motivation has a real and positive effect on employee performance. These results strengthen the research of Rahmayanti (2014), which concluded that there is a real effect between motivation and employee performance with the value of $t_{\text{count}} > t_{\text{table}}$ (3,906 > 2,074).
- b. Effect of competency on employee performance, t_{count} for variable competency 2.123 means $t_{\text{count}} > t_{\text{table}}$ (2,123 > 1,673). Means competency has a real and positive effect on employee performance. Research Djuwanto supports the results of this research, et al. (2017), which concluded that competency has a real and positive effect on employee performance with a value of $t_{\text{count}} > t_{\text{table}}$ (2,919 > 2.000).
- c. Effect of work environment on employee performance, t_{count} for variable work environment 1,352 means $t_{\text{count}} \leq t_{\text{table}}$ (1,352 ≤ 1,673). Means work environment hasn't a real and positive effect on employee performance. Results contrast with the research of Wahyuningtyas (2013), which concluded that the work environment significantly affects employee performance with a value of $t_{\text{count}} > t_{\text{table}}$ (5.327 > 1.99).

Based on the partial hypothesis test results, it can see that work motivation (X_1) and competency (X_2) partially have a positive and significant effect on employee performance (Y). In contrast, the work environment (X_3) has no positive impact and vital to employee performance. The work environment does not have a positive and significant effect on employee performance at company. These show that the work environment that already exists at company is sufficient for supporting employee performance improvement. The most influential variable on employee performance is the variable of work motivation (X_1) with a value of $t_{\text{count}} > t_{\text{table}}$ (2.572 > 1.673).

Work motivation is significant for employee career development, and even to achieve the highest career path, without work motivation, it is not possible to achieve high work performance. Employees who are successful in their work are those who have high work motivation if an employee has impressive skills, it means that the employee has high work motivation to master skills in his work field.

With work motivation, it, directly and indirectly, makes employees more committed to their work, improving performance, which will then have an impact on increasing company productivity. In the short term, motivation affects the increase in morale, whereas, in the long run, it will affect the ability of employees and will quickly get the desired goals. These in line with the opinion of Wibowo (2016: 322), which states that motivation is an impetus for a series of human behavior

processes to achieve goals. While the elements contained in motivation include aspects of arousing, directing, maintaining, showing intensity, which is continuous, and the existence of a target. The results of this study agree with Farizki's research (2017), which concluded that work motivation is the most influential variable on employee performance with a value of $t_{\text{count}} > t_{\text{table}}$ ($4.113 > 1.996$).

4. CONCLUSION

Based on the results of research and hypothesis testing, it could conclude among them:

1. The condition of work motivation is excellent, competency is very high, the work environment is excellent, and employee performance with the top category.
2. Simultaneously motivation, competency and work environment have a real and positive effect on employee performance
3. Partially motivation and competency have a real and positive impact, whereas the work environment hasn't effect.

Referring to research and conclusions, the things that need to consider. The author adds the following suggestions:

1. Referring to the results of the study it is known that
 - a. Appreciation for the completion of the employee's work so that it can further increase by appreciating outstanding employees, promotion to a higher level.
 - b. The ability to communicate in writing can increase through training programs for employees.
 - c. Use of wall color and color composition of objects in the workspace, to be reconsidered.
 - d. The number of activity cycles that can complete can be increased again, through training programs on daily work and increased work discipline.
2. For further research, other variables can add that affect employee performance, including leadership, discipline, and work culture, and taking a large enough population so that the percentage value of the influence of employee performance is higher.

ACKNOWLEDGMENT

Thank you to PT. Milko Beverage Industry Bogor-Indonesia, which has allowed the author to conduct this research.

REFERENCES

- Alemu, S. (2017). *Assessment of Human Resource Management Practices In Ethiopian Construction Works Corporation* (Doctoral dissertation, Addis Ababa University). Ganesh, A. (2016). Understanding the Relationship between Employee Motivation and Customer Retention. *Vilakshan: The XIMB Journal of Management*, 13(1).
- Djuwanto, I., & Hartono, S. (2017). The Effect of Incentives, Competencies, and Work Environment on the Performance of Sukoharjo District Public Works Employees. *Journal of Accounting and Tax*, 18 (01).
- Farizki, MR, & Wahyuti, A. (2017). Effect of Motivation and Work Environment on Employee Performance at Bhakti Rahayu Surabaya General Hospital. *Journal of Science and*

Management Research.

- Gagné, M. (2018). From strategy to action: transforming organizational goals into organizational behavior. *International Journal of Management Reviews*, 20, S83-S104.
- Gleim, M. R., Smith, J. S., & Cronin Jr, J. J. (2019). Extending the institutional environment: the impact of internal and external factors on the green behaviors of an individual. *Journal of Strategic Marketing*, 27(6), 505-520.
- Iskandar, Sentot., & Juhana, Enceng. (2014). Pengaruh Kompetensi dan Lingkungan Kerja Terhadap Kepuasan Kerja serta Implikasinya pada Kinerja Guru di SDN Baros Mandiri 5 Kota Cimahi, *Jurnal Ekonomi, Bisnis & Entrepreneurship* Vol. 8, No. 2 STIE Pasundan Bandung.
- Jalloh, A., & Jalloh, A. (2016). The Effects of Motivation on Employee Performance: A Strategic Human Resource Management Approach. *International Journal of Management Sciences and Business Research*, 5(12).
- Jani, J. S., Osteen, P., & Shipe, S. (2016). Cultural competence and social work education: Moving toward assessment of practice behaviors. *Journal of Social Work Education*, 52(3), 311-324.
- Mangkunegara, A.P., 2015, *Perencanaan dan Pengembangan Sumber Daya Manusia*, Rafika Aditama, Bandung.
- PT Milko *Beverage Industry* (2017). *Peraturan Perusahaan dan Data-data Kepegawaian*, PT. Milko Beverage Industry, Bogor.
- Rahmayanti (2014). Pengaruh Motivasi Kerja terhadap Kinerja Karyawan di CV. Putra Kaltim Samarinda, *eJournal Ilmu Administrasi Bisnis*, 2014, Vol 2, No 2, ISSN 2355-5408, Hal 215-229.
- Rayburn, S. W., & Gilliam, D. A. (2016). Using work design to motivate customer-oriented behaviors. *The Service Industries Journal*, 36(7-8), 339-355.
- Sartori, R., Costantini, A., Ceschi, A., & Scalco, A. (2017). Not only correlations: a different approach for investigating the relationship between the Big Five personality traits and job performance based on worker's and employees' perceptions. *Quality & Quantity*, 51(6), 2507-2519.
- Sedarmayanti (2011). *Dasar-Dasar Pengetahuan Tentang Manajemen Perkantoran*, Edisi Revisi II, CV. Mandar Maju, Bandung.
- Sugiyono (2016). *Statistika Untuk Penelitian*, Cetakan Ke 27, Alfabeta, Bandung.
- Sutrisno, Edy (2011). *Manajemen Sumber Daya Manusia*, Kencana, Jakarta.
- van Zyl, E. S., Mathafena, R. B., & Ras, J. (2017). The development of a talent management framework for the private sector. *SA Journal of Human Resource Management*, 15(1), 1-19.
- Wahyuningtyas, Nadya (2013). Pengaruh Lingkungan Kerja dan Kepuasan Kompensasi terhadap Kinerja Karyawan di Kantor Bank Jawa Tengah Koordinator Semarang, *Diponegoro Journal of Management*, 2013, Vol 2, No 2, ISSN 2337-3792, Hal 1-6.
- Wibowo (2016). *Manajemen Kinerja*, Edisi Kelima, Cetakan Ke 11, Rajawali Pers, Jakarta.
- Wirawan (2008). *Budaya dan Iklim Organisasi*, Salemba Empat, Jakarta.