

The Influence of Training, Communication, and Work Environment on Employee Performance at Pt. Lestari Dini Tunggul

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Keywords

Training, Communication, Work Environment, and Employee Performance.

ABSTRACT

This study aims to determine and analyze the effect of Training, Communication, and Work Environment on Employee Performance at PT. Lestari Dini Tunggul. This research includes quantitative research, where the research instrument is a questionnaire. The sample in this study are employees at PT. Lestari Dini Tunggul with a total of 92 employees. The instrument test in this study was directed to use validity and reliability tests. The data analysis method uses inferential analysis with multiple linear regression and uses the Statistical Product and Service Solution (SPSS) version 23.0 program. The results of multiple linear regression analysis show that the variables Training (X1), Communication (X2), and Work Environment (X3) have a positive and significant effect on Employee Performance (Y). The results of this study are expected that PT. Lestari Dini Tunggul is able to pay attention to Training, Communication, and Work Environment in order to improve Employee Performance.

INTRODUCTION

Human resources are one of the main factors that must be considered by companies in achieving a goal. In this case, companies are required to be able to manage and utilize resources in a planned manner. This management is intended to achieve very high employee performance, especially to improve overall company performance. So to achieve all that, it needs a human resource that has good performance. Good performance is a manifestation of work carried out by employees which is usually used as a basis for assessment of members and organizations, so efforts need to be made to improve performance (Arianty, et al., 2016). According to Rivai in Sulaksono (2015, p.107), performance is the result or level of success of a person or as a whole during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or objectives or criteria that have been determined in advance and have been mutually agreed. Moeheriono (2014, p.95), said that the notion of performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Fachrezi, 2019).

Based on an initial survey at PT. Lestari Dini Tunggul about employee performance was found to be still not optimal, because there were still employees who could not achieve the target and experienced a decrease in targets that had been determined every year by management. This can be caused by changes that occur externally, namely obstacles faced in the field and the absence of training that leads to how to handle it. The lack of quick handling from management will make the company's goals less achieved every year. Even though good performance is a step towards achieving company

goals. Therefore, performance is also a decisive means in achieving company goals, so efforts need to be made to improve employee performance (Fizia & Muttaqijn, 2018).

In addition, companies must provide training programs for employees so that employees can improve knowledge, abilities and skills in carrying out work so that employee performance increases. The existence of this training will create high employee performance so that it can support the success of the company. With sufficient training programs and competencies possessed by employees, employees will increasingly understand and master in carrying out their profession. So that it can create benefits for the employees themselves as well as profits for the company. The training program is also an advantage of a company because with the program, the company is proven to continue to try and contribute to developing the potential of its employees.

The process of achieving organizational goals requires effective communication. Good communication is built between superiors and subordinates and fellow colleagues, because basically the organization is built on the basis of interactions between one person and another, so that harmonization can be formed among workers that have an impact on the success of the organization. Communication is an integral part of a management process, through effective communication harmonious cooperation can be developed to achieve goals (Robert Bacal, 2005). Communication has an important role in forming an effective and efficient organization. Through good communication, an organization can run smoothly and vice versa, lack or absence of communication can have a negative impact on a company or organization (Humaira et al., 2020).

To optimize the role of communication in an organization, an understanding of the ways of communication is needed both subordinates, peers and with superiors. As GR Terry said (in Sopiah: 2008) communication ranks at the top of what must be made and done to produce communicative efforts that affect employee performance. So based on an initial survey at PT. Lestari Dini Tunggal found that there was a communication relationship that occurred not harmonious or there was miss communication with superiors, and fellow employees. This miss communication factor will hinder the distribution of alternatives that need to be conveyed, so that this communication relationship will have an impact on decreasing the confidence of some employees to work effectively and efficiently. This is also in line with the results of Nisa' Ulul Mafra's (2017) research that communication is closely related to performance. If this communication does not go well, it will cause miss communication which will affect employee performance (Fransiska, 2020).

Another factor that affects employee performance is the work environment. The work environment is everything that is around employees that is influential in carrying out duties, both from physical and non-physical work environments. A good working environment is a clean work desk, spacious workspace, good lighting, and room air temperature that is comfortable to use when working. But when one of the facilities is damaged, it is better to repair it immediately so that employee performance is maintained. The work environment is always directly related to employees, because the work environment is a place where employees complete tasks imposed by a company. In an environment, a conducive atmosphere is needed, the arrangement of places for various equipment and work equipment in accordance with their functions, and also a conducive atmosphere is needed between employees to expedite the production process and work completion. The work environment includes working relationships formed between fellow employees and work relationships between subordinates and superiors as well as the physical environment where employees work.

PT. Lestari Dini Tunggal is located in Jakarta which was established in 1993, and is located at Jl. Anggrek No.46 RT.01 / RW.02, Jagakarsa, Jagakarsa District, South Jakarta City. This company carries out business activities in the garment industry (convection) with its special products, namely hospital medical clothing, but there are other products as well such as factory employee uniforms, office uniforms, and others. In recent years, everyone in the world has been attacked by a contagious virus,

namely the corona virus or often called Covid-19. The emergence of the corona virus has claimed many lives with several symptoms such as fever, difficulty breathing, and cough accompanied by flu. With this disease, the demand for medical clothing products is increasing, including PT. Lestari Dini Tunggul. So effective and efficient employee performance is needed.

In this regard, PT. Lestari Dini Tunggul must also improve the quality of its employees' performance. So that researchers are interested in studying employee performance at PT. Lestari Dini Tunggul. Employee Performance as a study magnet because it can contribute ideas for improving employee performance through precise and accurate performance measurement, because success in carrying out tasks in an organization is formed by knowledge and approval from company management. Become an employee of PT. Lestari Dini Tunggul measures their skills and combines them with their work to achieve better performance and success. This does not mean that work objectives are minimized. The problem faced by this company is the performance of employees who go up and down three years from now.

Based on the results of the study, employee performance appraisal data from 2019-2021 fluctuated. From the data in the table above, the total achievement in 2019 was 78%, where this year the average percentage of employee performance was quite good, but in 2020 the average percentage of employee performance decreased to 67.6%. In general, the performance of employees of PT. Lestari Dini Tunggul has not been said to be optimal because it has not achieved the employee performance target of 100%. So that company management is trying to find solutions to improve employee performance. Related to the background above, the author wants to examine more deeply related to "The Effect of Training, Communication, and Work Environment on the Performance of PT. Lestari Dini Tunggul".

METHODS

This study adopts descriptive research methods and multiple linear regression analysis to explore the relationship between training, communication, and work environment with employee performance at PT. Lestari Dini Tunggul. The focus of the object of study is the performance of employees who are influenced by these independent variables. Data were obtained through primary data sources (questionnaires and interviews) as well as secondary data (journal literature, articles, and company data). Employee population of PT. Lestari Dini Tunggul numbered 120 people, and the sample was selected using a simple random sampling technique of 92 respondents. Data collection used questionnaires with Likert scales, and data analysis involved descriptive methods and multiple linear regression analysis. Instrument tests are carried out to ensure the validity and reliability of the instruments used.

Classical assumption testing includes normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. The results of inferential analysis involve an F test to assess the significance of the regression model and a t test to partially assess the significance of the independent variable. The coefficient of determination (R^2) is used to measure the extent to which the independent variable can account for the variation of the dependent variable. This research is expected to provide a deeper understanding of the influence of training, communication, and work environment on employee performance at PT. Lestari Dini Tunggul.

RESULTS

In the instrument validity test, the results showed that the Training variable (X1) consisted of 5 statement items, the Communication variable (X2) consisted of 4 statement items, the Work Environment variable (X3) consisted of 3 statement items, and the Employee Performance variable (Y) consisted of 4 statement items, all of which have been proven valid. The results of the validity test are

based on a comparison between r count and r table, with significance value (sig) ≤ 0.05 considered valid. In addition, reliability tests are conducted to ensure the research instruments are reliable. The results showed that Cronbach's Alpha for each variable (X1, X2, X3, and Y) exceeded a minimum limit value of 0.60, confirming that the instrument was reliable. The overall variables in this study can be considered good and accepted, according to Cronbach's Alpha overall score that achieves an adequate level of reliability.

Classical Assumption Test

Normality Test

The One Simple Kolmogorov-Smirnov test is a data normality test tool used to determine the distribution of data, whether it follows a normal, passionate, uniform, or exponential distribution. In this case to find out whether the residual distribution is normally distributed or not. The data is said to be normally distributed when the sig value > 0.05 and when the sig value < 0.05 then the data is not normally distributed. Below can be seen a table of results from the normality test in this study:

Table 1. One-Sample Kolmogorov-Smirnov Test

		standardized Residual
N		92
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.12990770
Most Extreme Differences	Absolute	.052
	Positive	.046
	Negative	-.052
Test Statistics		.052
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Data processed SPSS 23, 2023

Based on table 4.15 it can be seen that the value of *Asymp Sig. (2-tailed)* is 0.200. This means that the regression model in this study has a normal sample distribution based on its significance value $> \alpha = 0.05$.

Multicollinearity Test

The Multicollinearity Test aims to test whether the regression model found a correlation between independent variables. A good regression model should not have correlations between independent variables. Multicollinearity test can be seen from the value of Variance Inflation factor (VIF) and Tolerance, if the value of VIF is less than 10 and tolerance is more than 0.1 then it is stated that multicollinearity does not occur.

Table 2. Multicollinearity Test Results

Type	nstandardized Coefficients		standarized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF

(Constant)	1.536	1.724		.891	.376		
Training	.093	.045	.144	2.036	.045	.978	1.023
Communication	.652	.064	.716	10.216	.000	.993	1.007
Work Environment	.195	.079	.173	2.458	.016	.984	1.016

Source: Data processed SPSS 23, 2023

Based on table 4.16 above, it can be seen that the *variance inflation factor* (VIF) value shows a training VIF value of 1.023, a communication VIF value of 1.007 and a work environment VIF value of 1.016. This indicates that no independent variable has a VIF value greater than 10. Thus it can be concluded that there is no multicollinearity between independent variables in the regression model. Evaluation of training tolerance value of 0.978, communication tolerance value of 0.993, and work environment tolerance value of 0.984. The *threshold* value commonly used to indicate multicollinearity is a tolerance value of > 0.10 and $VIF < 10$, so multicollinearity does not occur.

Heteroscedasticity Test

The heteroscedasticity test aims to find out in a regression there is a similarity of residual variants, if the observed variants remain then it is called homokedasticity, and if different is called heteroscedasticity, and a good model certainly does not occur heteroscedasticity. It is said that heteroscedasticity does not occur, when the calculated t value is $<$ of the table t and the significance value is > 0.05 and heteroscedasticity occurs, when the calculated t value is $>$ of the table t and the significance value is < 0.05 . The test results include:

Table 3. Heteroscedasticity Test Results

Type	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.333	1.111		2.100	.039
Training	-.015	.029	-.053	-.496	.621
Communication	-.058	.041	-.148	-1.404	.164
Work Environment	-.020	.051	-.041	-.384	.702

Source: Data processed SPSS 23, 2023

Based on table 4.17 above, it can be seen that the results of the heteroscedasticity test using the heteroscedasticity test of the significance results of the independent variable or variable X provide instructions of 0.039, 0.621, 0.164, 0.702. The standard value of significance is 0.05 where finally it can be concluded that there is no heteroscedasticity problem.

Autocorrelation Test

Autocorrelation test is useful to find out whether in linear regression models there is a strong relationship for one observation with another observation. To detect the presence or absence of autocorrelation, when the DW value lies between DU and 4-DU, autocorrelation does not occur. The results of the autocorrelation test can be seen in Table 4.18 below:

Table 4. Autocorrelation Test Results

Adjusted R Square	Std. Error of the Estimate
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Type	R	R Square	Durbin-Watson
1	.756a	.571	.5561.149

Source: Data processed SPSS 23, 2023

Based on the results of the study of table 4.18, the *Durbin-Watson* value was 1.818. Furthermore, the *Durbin-Watson* value will be compared with the value of the *Durbin-Watson* table at a significant 5% with a sample number of 92 respondents, and the number of variables 3, then in the *Durbin-Watson* table obtained the value of $dL = 1.594$, the value of $dU = 1.728$ and the value of $4-DU = 2.272$. So the $dU \leq DW \leq 4-DU$ is $1.728 \leq 1.818$

$\leq 2,272$. This means that it can be concluded that the test results can be said not to have autocorrelated.

Model Due Diligence

Test F

The F test is a significant tester of the equation used to determine how much influence the independent variable (X) together has on the non-free variable (Y). Test F criteria are as follows:

1. If $sig < 0.05$, then H_0 is rejected and H_a is accepted.
2. If $sig \geq 0.05$, then H_0 is accepted and H_a is rejected.

Table 5. F Test Results

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	154.647	3	51.54939.046		.000b
Residuals	116.179	88	1.320		
Total	270.826	91			

Source: Data processed SPSS 23, 2023

The F test shows whether all *independent* variables included in the model have the same influence on the *dependent variable*. The F test is used to fill in all independent variables tested at a significance level of 5%. The results of the F test can be seen in table 4.19. The calculated F value obtained is 39.046 while the table F value is 2.71, so it can be seen that the calculated F value is $39.046 > F$ table is 2.71 with a significance level of 0.000 due to that significance level. 0.05, then this regression model can or is feasible to be used to predict training, communication, and work environment on employee performance at PT. Lestari Dini Tunggul.

Coefficient of Determination (R2)

Testing the coefficient of determination is used to determine whether there is an influence between the independent variable and the dependent variable, namely by squaring the coefficient found. To find out how strong the relationship and influence of the independent variable is Training, Communication and Work Environment on the dependent variable is Employee Performance. The results of this test calculation can be seen including:

Table 6. Test Results of Coefficient of Determination (R2)

Type	R	R Square	Adjusted R Square	l. Error of the Estimate
1	.756a	.571	.5561.149	

Source: Data processed SPSS 23, 2023

Based on the results in Table 4.20, it can be seen that the Adjusted R Square value is 0.556 or 55.6%. Based on this value, it can be seen that 55.6% of the variation in the dependent variable is the performance of PT. Lestari Dini Tunggal can be explained by a combination of independent variables namely Training, Communication and Work Environment. While the remaining 44.4% can be explained or explained by other factors that were not examined in this study.

Hypothesis Testing

Test t

The t test aims to determine how far the influence of the independent variable is partially on the dependent variable. The t-Test criteria are as follows:

1. If $\text{sig} < 0.05$, then H_0 is rejected and H_a is accepted.
2. If $\text{sig} \geq 0.05$, then H_0 is accepted and H_a is rejected.

The results of the t test can be seen in Table 4.21 including:

Table 7. Test Results t

Type	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.536	1.724		.891	.376
Training	.093	.045	.144	2.036	.045
Communication	.652	.064	.716	10.216	.000
Work Environment	.195	.079	.173	2.458	.016

Source: Data processed SPSS 23, 2023

Based on Table 4.21, the conclusions of the results of the t test test can be reached, including:

- a. Hypothesis testing of Training variables (X1) against Employee Performance (Y). Based on the test results in table 4.21 above, it can be seen that the significant value is 0.045. ($0.045 < \alpha 0.05$) and t-count of $2.036 > 1.987$, then H_0 is rejected, meaning that there is a significant and positive influence between Training (X1) on Employee Performance (Y).
- b. Hypothesis testing of Communication variables (X2) against Employee Performance (Y). Based on the test results in table 4.21 above, it can be seen that the significant value is 0.000. ($0.000 < \alpha 0.05$) and t-count of $10.216 > 1.987$, then H_0 is rejected, meaning that there is a significant and positive influence between Communication (X2) and Employee Performance (Y).
- c. Hypothesis testing of Work Environment variables (X3) against Employee Performance (Y). Based on the test in table 4.21 above, it can be seen that the significant value of 0.016 ($0.016 < \alpha 0.05$) and tcalculate of $2.458 > 1.987$, then H_0 is rejected, meaning that there is a significant and positive influence between the Work Environment (X3) on Employee Performance.

Discussion

The Effect of Training on Employee Performance

Based on the results of the research conducted by the researchers, it was found that training had a positive and significant effect on the performance of PT. Lestari Dini Tunggal. Through the distribution of questionnaires to employees of PT. Lestari Dini Tunggal shows the overall *average training mean* (X1) results show that the training gets good grades. The results of the study obtained the average training respondents answered in agreement with a total *training mean* of 20.89. The highest average

total score was found in the second question item with a value of 4.27 and the lowest average score was found in the first question item with a value of 4.02.

Based on the results of hypothesis testing, it was found that training has a value of 2.036 with a significance of 0.045 which is smaller than the error rate of 0.05 or 5% which indicates a positive and significant influence. This positive and significant influence indicates that increased training can affect the improvement of PT employees' performance. Lestari Dini Tunggal. This is also evident from the coefficient value of 0.144, which means that the more training employees participate in, the higher the knowledge and expertise possessed so that employee performance will be high.

The results of this study are reinforced by research (Pratama & Kudus, 2018), that job training is proven to have a positive and significant influence on the performance of CV MUM Indonesia employees. This result is also corroborated by research (Tanjung, 2018), the results of which show that partially training variables affect the performance of employees of the Regional Disaster Management Agency of Deli Serdang Regency. So it can be concluded that training is proven to affect employee performance.

The Effect of Communication on Employee Performance

Based on the results of research conducted by researchers, it was found that communication has a positive and significant effect on the performance of PT. Lestari Dini Tunggal. Through the distribution of questionnaires to employees of PT. Lestari Dini Tunggal shows the overall *average communication mean* (X2) results show that communication gets a good value. The results of the study obtained the average communication respondent answered in agreement with a total communication mean of 16.34. The highest average total score was found in the first question item with a value of 4.12 and the lowest average score was found in the third question item with a value of 4.05.

Based on the results of hypothesis testing, it was found that communication has a value of 10.216 with a significance of 0.000 which is smaller than the error rate of 0.05 or 5% which indicates a positive and significant influence. This positive and significant influence indicates that improved communication can affect the improvement of PT employee performance. Lestari Dini Tunggal. This is also evident from the value of the coefficient of 0.716, which means that the better the communication applied, the higher the employee performance that will be produced.

This result is reinforced by research (Kristiana, 2017), which shows that communication has a significant effect on the performance of employees of the Mekkar Cooperative PDAM Surakarta. If communication between employees and with superiors is good, it will improve employee performance. This result is also corroborated by research (Nisa et al., 2019) which shows that communication has a significant influence on the performance of PT employees. PLN Area Malang Rayon Malang City. So it can be concluded that communication is proven to affect employee performance.

The Effect of the Work Environment on Employee Performance

Based on the results of the research that the researchers conducted, it was found that the work environment had a positive and significant effect on the performance of PT. Lestari Dini Tunggal. Through the distribution of questionnaires to employees of PT. Lestari Dini Tunggal shows the overall average result of the work environment (X3) showing that the work environment gets a good value. The results of the study obtained the average work environment respondents answered in agreement with the total mean of the work environment of 12.01. The highest average total score is found in the first question item with a value of 4.01 and the lowest average score is found in the second question item with a value of 4.00.

Based on the results of hypothesis testing, it was found that the work environment had a value of 2.458 with a significance of 0.016 which was smaller than the error rate of 0.05 or 5% which indicated a positive and significant influence. This positive and significant influence indicates that improving the work environment can affect the improvement of the performance of PT. Lestari Dini Tunggal. This is

also evident from the value of the coefficient of 0.173, which means that the better the work environment applied, the higher it will be employee performance to be generated.

This result is reinforced by research (Sembiring, 2020), which shows that the work environment has a positive effect on employee performance at Bank Sinarmas Medan. This result is also corroborated by research (Fachreza et al., 2018), which shows that there is a significant and positive influence both partially and simultaneously in work environment variables. So it can be concluded that the work environment is proven to affect employee performance.

CONCLUSION

Based on the results of research and discussion on the influence of training, communication, and work environment on employee performance at PT. Lestari Dini Tstump, the following conclusions can be drawn. First, through the results of the hypothesis test, it was found that Training (X1) has a positive and significant influence on employee performance. This indicates that employees who are actively training tend to have better knowledge and skills, which in turn improves their performance. Second, the results of the hypothesis test also show that Communication (X2) has a positive and significant influence on employee performance. This indicates that a good and effective working relationship can create a comfortable working atmosphere, contributing to improving employee performance. Finally, from the results of the hypothesis test, it was found that the Work Environment (X3) has a positive and significant effect on employee performance. That is, if the work environment provided by the company is adequate, it can have a positive impact on employee performance. These overall findings illustrate that these factors have an important role in improving employee performance at PT. Lestari Dini Tunggul.

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