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The Determination of Compensation, Non-Physical Work Environment, and Loyalty on Employee Performance

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Abstract: This research aims to determine and analyze the influence of compensation, non-physical environment, and employee loyalty on employee performance. This type of research is associative research. The instrument of this research is a questionnaire with a Likert scale. The population in this study was all 100 employees. Saturated sampling technique. The number of samples required in this research is 100 people. Data collection techniques in this research are literature study, observation, questionnaires, and interviews. The testing technique used is multiple linear regression with results $Y = 2.002 + 0.103\ (X1) + -0.052\ (X2) + 0.896\ (X3)$ and hypothesis testing consisting of the t-test and f-test. The results of this research are: (1) The positive and insignificant influence of compensation on employee performance is shown by the calculated t value of $1.855 < 1.984$. (2) There is a negative and insignificant influence between the non-physical work environment on employee performance as shown by the calculated t value of $-993 < 1.984$. (3) There is a positive and significant influence between employee loyalty and employee performance as shown by the calculated t value of $9.685 > 1.984$. (4) There is a positive and significant influence between compensation, non-physical work environment, and loyalty on employee performance as shown by the calculated f value of $112.982 > 2.70$. The correlation coefficient (R) is 0.883, which means the relationship between variables is quite strong and the coefficient of determination is 0.779, which means 77.9% of the three independent variables influence employee performance simultaneously and the rest is influenced by other variables. The correlation coefficient (R) is 0.883 which means that the closeness between variables is quite strong and the coefficient of determination is 0.779 which means that 77.9% of the three independent variables simultaneously affect employee performance and the rest is influenced by other variables.

Keywords: compensation, non-physical work environment, loyalty, employee performance

INTRODUCTION

Trade is one of the factors of economic growth, whether it is traditional trade where sellers and buyers meet in one place and then carry out buying and selling transactions or electronic commerce or what is better known as e-commerce. Electronic commerce is a transaction process between sellers and buyers carried out through electronic systems such as websites, the internet and others. The main factor for carrying out e-commerce trade that supports trade itself is the need for transportation services that serve the goods delivery process. (Heart & Juliati, 2019) .

As time goes by, people's need to use goods delivery services is becoming greater because ordering goods online is easier and more efficient, this makes logistics companies have to add innovation or increase the quality of service so that consumers are not disappointed when using logistics company services. The quality of the services provided depends on the Human Resources of a Logistics company. According to (Shofwani & Hariyadi, 2019) human resources are a central factor in organizations and companies. In order for management activities to run well, the company must have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible so that employee performance increases.

According to (Mendrofa & Sundawa, 2022) e-commerce is the number one online shopping and selling destination in Southeast Asia and is present in Indonesia, Malaysia, the Philippines, Singapore, Thailand and Vietnam. PT. XYZ is a subsidiary of ZXY Group. PT. XYZ is a logistics company whose job is to deliver packages ordered from the Lazada site or application from sellers to buyers. PT. XYZ has several branches or warehouses spread throughout Indonesia, including "Mother HUB Sunter" which is located in North Jakarta. Mother HUB Sunter itself began operations starting in 2019, initially having 50 employees and until August 2023 the number of employees Mother HUB Sunter had was 100 people with the volume of goods increasing every year and the information is presented in Graphic Figure 1
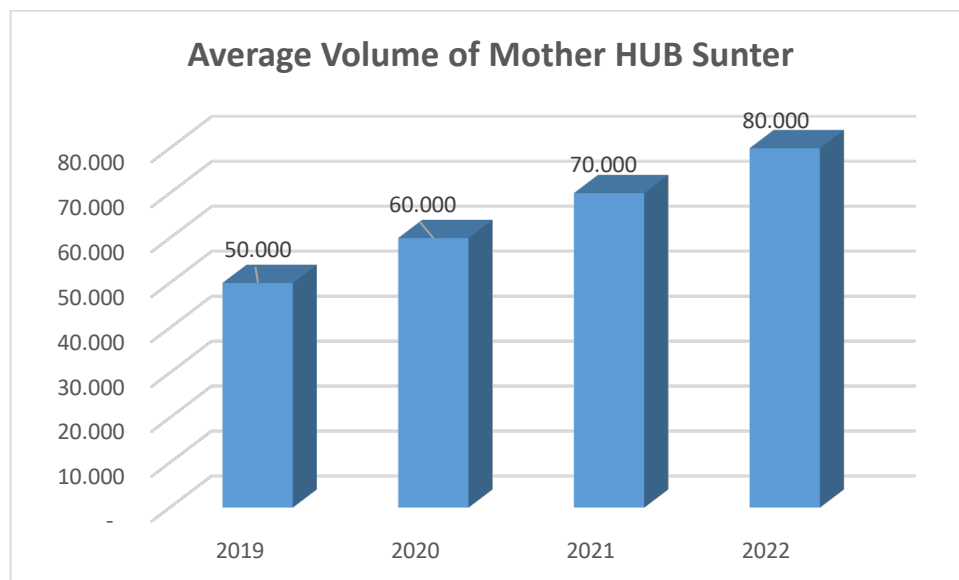

Figure 1 Graph of Average Volume of Sunter Mother HUB goods

Based on the graph of the Average Volume of goods for Mother HUB Sunter from 2019 to 2022 there tends to be an increase in the volume of goods, which indicates that in the following years the volume of goods received by HUB Sunter will continue to increase.

In this case, the researcher displays the results of employee performance research from 2019 to 2023 and the information is presented in table 1.

Table 1 Employee Performance Research Results 2019 - 2023

Year	Compenent	Target	Actual	Information
2019	Missroute & Misscan	< 5%	5.6%	Not Achieved
2020	Missroute & Misscan	< 5%	4,55%	Achieved
2021	Missroute & Misscan	< 5%	6,77%	Not Achieved
2022	Missroute & Misscan	< 5%	6,73%	Not Achieved
Rata – rata			5,91%	Not Achieved

Source: FBI System ZXY Group

Based on Table 1 above, the researcher concluded that the results of research on employee performance from 2019 to 2022 on average could not achieve the specified targets.

Misscan is a process where goods that have been received at Sunter should have been scanned but passed or were not scanned. Meanwhile, Missroute is a process where employees misplace the destination of the goods being processed. Misscan and Missroute targets cannot be more or less than 5%.

According to (Septiana & Widjaja, 2020) explains the factors that can influence performance employee among them discipline work , motivation work , compensation , leadership , environment work , training employees , Loyalty , delegation tasks , and strong communication . Based on Information on so researcher distributed statements to 25 employees at the managerial level and ordinary employees using the pre-survey method and the information is presented in figure 2.
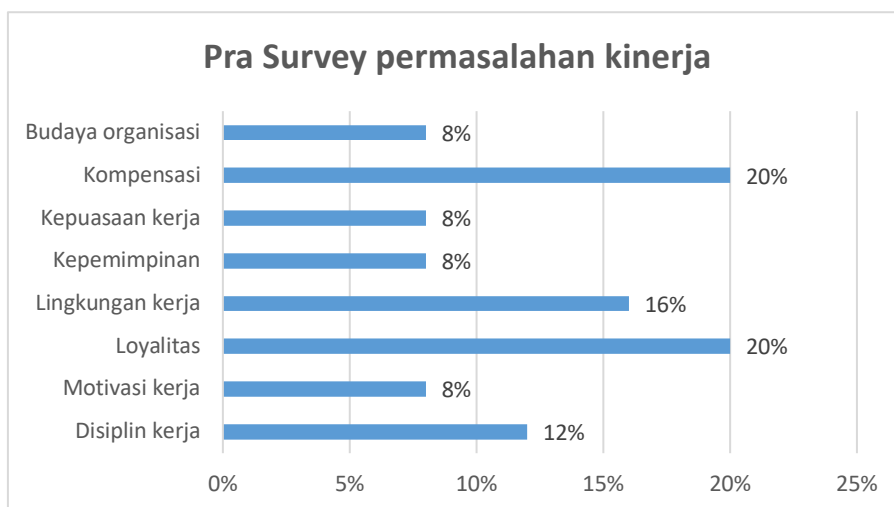

Figure 2 Pre-Survey Graph of Employee Performance Problems Through Interviews

The results of a pre-survey conducted by the author show that the highest employee performance problems are Loyalty (20%), Compensation (20%) and Work Environment (16%).

Compensation is one aspect or factor that influences employee performance. According to (Wicaksono, 2019) Employees view compensation as a measure of the value of their work. When employees perceive their compensation as inadequate, their performance, motivation and job satisfaction can drop dramatically. According to (MW and NK Sari, 2022) Compensation in companies is considered very important, because compensation has an important role in increasing employee loyalty to achieve company goals. Providing compensation is not only beneficial for employees. With good management, compensation will

also have a positive impact on the company. PT XYZ HUB Sunter has more male employees than female employees. Information regarding partner employees can be seen in table 2.

Table 2 Number of Employees and amount of compensation

No	Employee Type	Amount Employee	Compensation Wages
1	Male Employee	97	Rp. 4,901,798/Month
2	Female Employees	3	Rp. 4,901,798/Month

Source: HRD PT XYZ

The table above shows that Mother HUB Sunter has more male employees than female employees and the amount of compensation received is the same.

Apart from compensation, another factor that influences employee performance is the non-physical work environment. According to (Wicaksono, 2019) a non-actual workplace which includes work correspondence between superiors and subordinates, a virtuous mentality between representatives, respect when various sentiments, etc. is one way to continue to increase employee comfort and trust so that execution will improve. According to (WIDYASTUTI, 2019) The non-physical work environment is related to work relationships, both with superiors and relationships between colleagues. Employees who have good relationships with their superiors or co-workers will feel calm and comfortable when working so that comfort at work will remain in the minds of employees and they will be enthusiastic about remaining part of the company. If communication and coordination in carrying out tasks between colleagues is not optimal, and frequent miscommunications occur, this will result in poor performance.

Apart from compensation and the non-physical work environment, another factor that has an impact on employee performance is loyalty. According to (Suhardi et al., 2021) Loyalty is a condition that binds employees and their company, because loyalty is not just loyalty which is reflected in how long a person has worked in the company organization, but can also be seen from how big their ideas, concepts, thoughts are. and its performance for the company. According to (Widayati et al., 2020), the higher the loyalty of employees in an organization, the easier it is for the organization to achieve organizational goals that have been previously set by the owner of the organization. Meanwhile, on the contrary, for organizations whose employee loyalty is low, it becomes increasingly difficult for the organization to achieve its organizational goals that have been previously set by the organization's owners. Employees who work at Mother HUB Sunter are required to have high loyalty to the company, this is proven by the obligation to work at least 15 minutes outside of their working hours.

Based on the results of empirical studies conducted by previous researchers by (Pramana Al Mizzam et al., 2022) it was stated that compensation had a significant effect on performance. On the other hand (Damayantias, 2020) found that there was no significant correlation between compensation and employee performance. According to research (Rima Handayani & Rifqi Fauzan, 2022) , employee performance is significantly influenced by the non-physical work environment, meanwhile (Damayantias, 2020) found that employee performance is not affected by the non-physical work environment. (Widayati et al., 2020) in their research said that loyalty has an effect on employee performance, but (Silitonga, 2023) in their research found that loyalty has no effect on employee performance.

According to the results of previous research mentioned above, there is an influence or no influence between the independent variable and the dependent variable. Research GAP is the popular name for this distinction. Therefore, further studies are needed to determine with confidence and clarity how Compensation, Non-physical work environment and Loyalty affect employee performance.

LITERATURE REVIEW
Understanding Employee Performance

Performance can be interpreted as the results of performance according to the standards applicable to the company. According to (Marjaya & Pasaribu, 2019) the term performance comes from the term job performance or actual performance (work performance or actual achievement achieved by a person), namely the results of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. to her. According to (Shofwani & Hariyadi, 2019) employee performance is the result or performance of employee work which is assessed in terms of quality and quantity based on work standards determined by the organization. From the several opinions above, the researcher summarizes employee performance as the level of someone's success in carrying out their duties and the ability to achieve the goals that have been set. In line with previous research, employee performance can increase if management provides training and welfare for all employees, (Susanto, Sawitri, Ali, & Rony, 2023), (Susanto, Hidayat, Widyastuti, Transportasi, et al., 2023), (Susanto, Soehaditama, Febrian, Transportasi, et al., 2023), (Susanto, Parmenas, & Tannady, 2023), (Susanto, Sawitri, Ali, & Suroso, 2023), (Susanto, Soehaditama, & Benned, 2023), (Susanto, Sawitri, & Suroso, 2023),(Susanto, Syailendra, & Suryawan, 2023), (Susanto et al., 2024), (Susanto, Ali, Sawitri, et al., 2023).

Understanding Compensation

According to (Drs. Siti Mujanah, 2020) Compensation is all income in the form of money, direct goods or indirect goods, which employees receive as rewards and services provided by the company. According to (Harahap & Khair, 2020) This compensation is in the form of financial and non-financial forms, direct financial compensation consists of payments received by employees in the form of salaries, wages, bonuses and commissions. Indirect compensation, also called benefits, includes all financial rewards that are not covered by direct compensation. Non-financial compensation consists of the satisfaction a person gets from the job itself, or from the physical environment in which the person works. From the opinion above, the author concludes that compensation is a reward received by employees after the employee has completed their work. Compensation is given in order to improve the performance of employees who do not have motivation (Candra Susanto & Henokh Parmenas, 2021).

Understanding Non-Physical Work Environment

According to (Utama & Surya, 2019) the Non-Physical Work Environment is all conditions that occur that are related to work relationships, both relationships with superiors, relationships between co-workers, or relationships with subordinates. According to (Wahyuningrum et al., 2020) A conducive work environment in a company will provide benefits for employees to create employee work discipline and increase employee morale. From the definition above, the author concludes that the non-physical work environment is a relationship that includes work matters, such as employees and superiors, employees and fellow employees or employees and their subordinates.

Understanding Loyalty

According to (Nasution, 2019) Loyalty comes from the word loyal which means loyal. Loyalty in a company can be interpreted as an employee's loyalty to the company. According to (Reiza Adelia Maulida, 2020) Currently, the definition of work loyalty no longer simply refers to the employee's ability to carry out their duties and obligations in accordance with the job description, but rather to do as optimally as possible to produce the best for the company.

From the information above, the researcher concludes that loyalty is a form of employee devotion to the company where he works.

The Effect of Compensation on Employee Performance

A study conducted by Pupung Purnamasari, Agung Surya and Tukini which was published in (2019) with the title "The Effect of Compensation on Employee Performance at PT. JAEIL Indonesia" aims to find out how performance is influenced by compensation. According to this research, compensation has a positive and significant effect on employee performance.

H_1: There is an influence of compensation on employee performance n

The Influence of the Non-Physical Work Environment on Employee Performance

Based on a journal made by Chantika Rivalita & Ary Ferdian in (2020) with the title "The Influence of the Physical Work Environment and Non-Physical Work Environment on the Performance of Outscore Cleaning Service Employees at Telkom University" with the aim of seeing how the physical and non-physical work environment influences affect employee performance. From the findings of this research, employee performance is positively and significantly influenced by the physical and non-physical work environment.

H_2: There is an influence of the non-physical work environment on employee performance.

## The Effect of Loyalty on Employee Performance

Research conducted by Nabila Sausan, Amrin Mulia & Hesti Sabrina which was published in (2021) with the title "The Influence of Job Satisfaction and Employee Loyalty on PT Employee Performance. Asia Sakti Wahid Foods Manufacture Medan". This research aims to find out how performance is influenced by Job Satisfaction and Employee Loyalty. The results of this research explain that job satisfaction and employee loyalty influence employee performance positively and significantly.

H_3: There is an influence of employee loyalty on employee performance.

Influence of Compensation, Non-Physical Work Environment and Loyalty on Performance Employee

The case study of PT Jamkrindo Palembang Branch Office conducted by M. Audityawan, Badia Perizade, Zunaidah & Yuliani in (2023) states that the aim of this research is to determine the influence of compensation, non-physical work environment and loyalty on employee performance. According to this research, it can be concluded that Compensation, Non-Physical Work Environment and Loyalty influence employee performance positively and significantly.

H_4: There is an influence of Compensation, Non-Physical Work Environment and Compensation on Employee Performance.
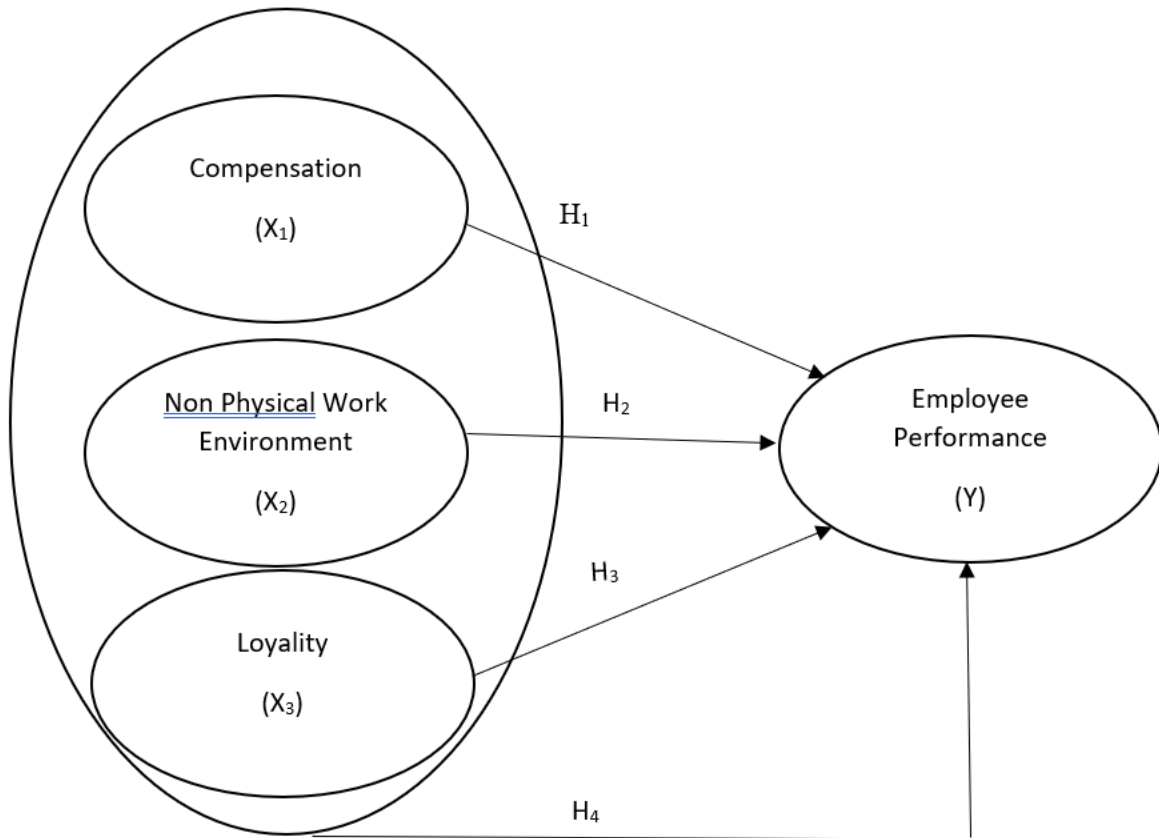
Figure 3 Research Framework

METHOD

This research design uses a quantitative methodology approach. According to (Sinambela, 2020) Quantitative Research is a type of research that uses numbers in processing data to produce structured information. Quantitative research characteristics have the aim of obtaining data that can describe the characteristics of objects, situations and events. Quantitative methods generally use 2 variables, namely Independent and Dependent.

In this research the author used associative or quantitative data analysis methods. According to (Iii et al., 2019) Associative research is research that aims to determine the relationship between two or more variables. The software program used is IBM SPSS Version 26.

Primary data, research methods can be carried out with primary data such as questionnaires. According to (Prawiyogi et al., 2021) A questionnaire is a data collection method that is carried out by asking several types of questions related to the problem being researched. The author contacted the respondents, namely employees of PT. XYZ Mother HUB Sunter.

Secondary Data, Library study is a method of collecting data from secondary data. To obtain secondary data the author conducted a review of literature in the form of book journals and publications related to problems related to this research.

RESULT AND DISCUSSION
Validity Test Results

According to (Rosita et al., 2021) Validity test is a test used to test the accuracy of a measuring instrument in measuring something that should be measured. *The Item-total statistics* table displays the validity test.

Table 4 Validity Test Results

Variable	R Count	R table	Information
X1.1	0.722	0.1966	Valid
X1.2	0.625	0.1966	Valid
X1.3	0.842	0.1966	Valid
X1.4	0.882	0.1966	Valid
X1.5	0.896	0.1966	Valid
X1.6	0.816	0.1966	Valid
X2.1	0.847	0.1966	Valid
X2.2	0.900	0.1966	Valid
X2.3	0.89	0.1966	Valid
X2.4	0.855	0.1966	Valid
X2.5	0.800	0.1966	Valid
X2.6	0.835	0.1966	Valid
X2.7	0.877	0.1966	Valid
X2.8	0.816	0.1966	Valid
X2.9	0.877	0.1966	Valid
X3.1	0.810	0.1966	Valid
X3.2	0.861	0.1966	Valid
X3.3	0.817	0.1966	Valid
X3.4	0.862	0.1966	Valid
X3.5	0.778	0.1966	Valid
X3.6	0.807	0.1966	Valid
Y.1	0.889	0.1966	Valid
Y.2	0.892	0.1966	Valid
Y.3	0.912	0.1966	Valid
Y.4	0.898	0.1966	Valid
Y.5	0.870	0.1966	Valid
Y.6	0.783	0.1966	Valid

`   Source: Researcher Data Processing, December 2023

From the data in table 4 above, it can be concluded that the Total Correlation Statement Item Correction for each item has a value > rtable (0.1966). This shows that the statement items for each variable are valid and suitable for use in this research. A valid statement means being able to measure and explain the variables studied clearly and precisely.

Reliability Test Results

According to (Rindiasari, Hidayat, Yuliani et al., 2021) Reliability Testing is a way to find out whether the questionnaire or questionnaire we are using is truly valid or consistent with the variables studied.

Table 5 Reliability Test Results

Variable	Cronbach Alpha	Criteria
X1	0.889	Reliable
X2	0.952	Reliable
X3	0.901	Reliable
Y	0.938	Reliable

Source: Researcher Data Processing, December 2023

Based on the calculation results above, the Cronbach Alpha value obtained is greater than 0.60 and the r value is positive, thus the statement items for the variables Compensation, non-physical work environment, employee loyalty and employee performance are declared reliable.

Multicollinearity Test Results

According to (Company et al., 2023) the Multicollinearity Test aims to test whether there is a correlation between independent variables in the regression model.

Table 6 Multicollinearity Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.002	1.269		1.578	.118		
	Kompensasi	.103	.055	.123	1.855	.067	.523	1.911
	Lingkungan Kerja Non Fisik	-.052	.052	-.085	-.993	.323	.315	3.179
	Loyalitas	.896	.093	.864	9.685	.000	.289	3.465

a. Dependent Variable: Kinerja Karyawan

Source: By Researcher Data, January 2024

Based on table 6 above, it can be seen that all variables have a tolerance value > 0.1 and a VIF value < 10. So there are no symptoms of multiconlinearity.

Autocorrelation Test Results

According to (Ginting & Silitonga, 2019) the Autocorrelation Test aims to test whether in a regression model there is a correlation between confounding errors in the current period (t) and errors in the previous period (t-1).

Table 7 Autocorrelation Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.883^a	.779	.772	1.980	1.841

a. Predictors: (Constant), Loyalitas, Kompensasi, Lingkungan Kerja Non Fisik

b. Dependent Variable: Kinerja Karyawan

Source: Researcher January 2024

Based on the table above, the result of the *Duribin-Watson value* is 1.841 which is between the interval 1.736 - 2.264, which means there is no autocorrelation.

Heteroscedacity Test Results

According to (Alsyah, Syarifuddin, 2022) the Heteroscedasticity Test is carried out to see whether in the regression model there is inequality of residual variance from one observation to another.

Table 8 Heteroscedasticity Test Results Using the Gleiser Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.350	.823		4.073	.000
	Komepensasi	-.053	.036	-.201	-1.476	.143
	Lingkungan Kerja Non Fisik	-.001	.034	-.007	-.038	.970
	Loyalitas	-.027	.060	-.083	-.452	.652

a. Dependent Variable: RES2

Source: Researcher January 2024

The results of the Heteroscedasticity Test in the table above using the Gleiser Test, the output shows that there is no significant relationship between all Independent variables and the absolute value of the residual which is indicated by a sig greater than 0.05, which means this model is free from Heteroscedasticity.

Results of Multiple Linear Regression Analysis
Table 9 Results of Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,002	1,269		1,578	,118		
	Kompensasi	,103	,055	,123	1,855	,067	,523	1,911
	Lingkungan Kerja Non Fisik	-,052	,052	-,085	-,993	,323	,315	3,179
	Loyalitas	,896	,093	,864	9,685	,000	,289	3,465

a. Dependent Variable: Kinerja Karyawan

Source: By researcher data, January 2023

From the calculation results above, the results of the regression equation are as follows: Y = 2.002 + 0.103 (X1) + -0.052 (X2) + 0.896 (X3).

Based on the regression equation above, it can be explained as follows:
a. A constant value of 2.002 states that if the variable values X1, X2 and X3 do not exist or = 0, then the performance value is 2.002.
b. The correlation coefficient for the Compensation variable of 0.103 means that for every additional 1 (one) point of the training variable, it increases performance by 0.103.
c. The correlation coefficient for the Non-Physical Work Environment variable -0.052 means that for every additional 1 (one) point in the Non-Physical Work Environment variable, it will reduce performance by -0.052.
d. The correlation coefficient for the Loyalty variable is 0.896, meaning that for every additional 1 (one) point of the Loyalty variable, it will increase performance by 0.896.

Hypothesis testing By Partial (t Test)

Table 10 t test (partial)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,002	1,269		1,578	,118
	Kompensasi	,103	,055	,123	1,855	,067
	Lingkungan Kerja Non Fisik	-,052	,052	-,085	-,993	,323
	Loyalitas	,896	,093	,864	9,685	,000

a. Dependent Variable: Kinerja Karyawan

Source: Researcher data processing, January 2024

Through the calculations carried out, the comparison between t calculated and t α/2 = t (α/2; nk-1) = t (0.025 ; 100 - 3 - 1) = t (0.025 ; 96) = 1.984

a. It is known that the Sig value is 0.067 > 0.05 and the calculated t value is 1.855 < 1.984. So it can be concluded that H1 is rejected, which means there is no significant influence between variable X1 and variable Y.

b. It is known that the Sig value is 0.323 > 0.05 and the calculated t value is -993 < 1.984. So it can be concluded that H1 is rejected, which means there is no significant influence between variable X2 and variable Y.

c. It is known that the Sig value is 0.00 < 0.05 and the calculated t value is 9.685 > 1.984. So it can be concluded that H1 is accepted, which means there is a significant influence between variable X3 and variable Y.

Simultaneous Hypothesis Testing (F Test)
Table 10 F Test (Simultaneous)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1328,803	3	442,934	112,982	,000^b
	Residual	376,357	96	3,920		
	Total	1705,160	99			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Loyalitas, Kompensasi, Lingkungan Kerja Non Fisik

Source: Researcher data processing, January 2024

Based on the F test results above, calculated F is obtained with a value of 2.70 from the F table calculation = F (k ; nk) = F (3 ; 97) = 2.70.

It is known that the Sig value. 0.00 < 0.05 and the calculated f value is 112.982 > 2.70. So it can be concluded that H4 is accepted, which means there is a simultaneous influence between variables X_1 , X_2 and X_3 on variable Y.

The Effect of Compensation on Employee Performance

Results of testing the Compensation Hypothesis (X1) on Employee Performance (Y) at PT. XYZ Mother Hub Sunter partially produced a calculated t value of $1.855 < 1.984$ and a significance value of $0.067 > 0.05$. It can be concluded that Compensation (X1) is proven to have no significant effect on Employee Performance (Y). This means that the higher the compensation for an employee is likely to increase the employee's performance, even though the increase is not significant. This is in line with research conducted by (Indonesia & Medan, 2020) , (A. Sari & et al., 2020) & (Mulyeni & et al., 2023) which concluded that compensation has not been proven to have a significant effect on employee performance.

The Influence of the Non-Physical Work Environment on Employee Performance

Results of testing the Non-Physical Work Environment hypothesis (X2) on Employee Performance (Y) at PT. XYZ Mother Hub Sunter partially produced a calculated t value of $-993 < 1.984$ and a significance value of $0.323 > 0.05$. It can be concluded that the Non-Physical Work Environment (X2) is proven to have no significant effect on Employee Performance (Y), which means that the increasing the Non-Physical Work Environment between employees tends to increase Employee Performance, even though the increase is not significant. This is in line with research conducted by (Fitriani & et al., 2019) , (Wahyuningrum & et al., 2020) & (Wijaya & et al., 2021) concluding that the Non-Physical Work Environment is proven to have no significant effect on employee performance.

The Effect of Loyalty on Employee Performance

Results of testing the Loyalty hypothesis (X3) on Employee Performance (Y) at PT. XYZ Mother Hub Sunter partially produced a calculated t value of $9.685 > 1.984$ and a significance value of $0.00 < 0.05$. It can be concluded that Loyalty (X3) has proven to have a significant effect on Employee Performance (Y). This means that increasing employee loyalty tends to increase employee performance. This is in line with research conducted by (Suhardi & et al., 2021) , (Alfanda & Sitohang, 2022) & (Armadita & Sitohang, 2021) which concluded that loyalty has been proven to have a significant effect on employee performance.

CONCLUSION AND RECOMMENDATION

Based on the results of research conducted regarding the Influence of Compensation, Non-Physical Work Environment and Loyalty on Employee Performance (Empirical Study at PT.XYZ This research is as follows: (1) Compensation has a positive but not significant effect on the Employee Performance variable. This means that the higher an employee's compensation will most likely increase the employee's performance, even though the increase is not significant. (2) The Non-Physical Work Environment has a positive but not significant effect on the Employee Performance variable. This means that the increasing non-physical work environment between employees will have a positive but not significant effect. (3) Loyalty has a positive and significant effect on the Employee Performance variable. This means that the higher employee loyalty, the greater the employee performance.

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