

The Influence Of Transformational Leadership And Non-Physical Work Environment On Employee Performance At Pt. Insurance Generali First Grade Team

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ABSTRACT

This research aims to determine the influence of transformational leadership and the non-physical work environment on employee performance at PT. Generali first grade team insurance. This research uses primary data, primary data is obtained from answers to a series of statements in the form of a questionnaire to customers totaling 73 respondents. The research sample used a purposive sampling technique and also in this study was determined using the Slovin method at PT. Generali first grade team insurance. The way to distribute the questionnaire is through several questionnaire sheets distributed to the customer, and also via Google form. This research uses multiple linear regression analysis techniques. Based on the results of partial tests of transformational leadership on employee performance, it shows that there is a positive and significant influence between partial transformational leadership on employee performance. Based on the results of partial testing of the non-physical work environment on employee performance, it shows that there is a positive and significant influence between the non-physical work environment on employee performance. Based on the results of simultaneous testing, transformational leadership and the non-physical work environment on employee performance shows that there is a positive and significant influence between transformational leadership and the non-physical work environment on employee performance.

Keywords: *Transformational Leadership and Non-Physical Work Environment on Employee Performance*

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I. INTRODUCTION

Every company wants its resources to work honestly, responsibly, professionally so that the company can develop well. The success of control in a company cannot be separated from the role of company leaders and the support of subordinates who are committed to maintaining work stability for mutual progress in a company. The leader is someone who directs an activity that runs in the company and has responsibility for subordinates and other company resources to achieve a goal. So, the leader of a company in carrying out his functions and duties must understand his role and function and the goals to be achieved in order to advance the company he leads. The success of the organization in achieving the goals it wants to achieve depends on leadership, namely whether the leadership can mobilize all human resources, natural resources, facilities, funds, and time efficiently and integrated in the management process (Ginting et al., 2019).

Performance is the outcome of work that an individual or group within an organization can accomplish in compliance with their various roles and duties in an attempt to accomplish organizational objectives in a way that is not against the law, morality, or ethics, but rather illegally. The term "performance" describes a collection of actions that are pertinent to the objectives of the company or organizational unit in which employees are employed (Meinitasari, 2023).

Companies or organizations typically utilize employee performance as a standard when evaluating staff members. Employees who meet or surpass predefined performance requirements will receive prizes, and those who fall short of the expected standards may face repercussions. Job standards are also used to describe performance that results from work that is completed in accordance with specific requirements to be carried out in order to achieve goals. They also state that employee performance is evaluated based on the quantity, quality, timeliness, attendance, and teamwork skills of the work that is produced (Titin Hargyatni, 2022).

In this study, it will be discussed about the effect of transformational leadership, non-physical work environment on employees of PT Asuransi Generali First Grade Team, which has recently experienced changes in company managers more than once in 1 period (2023) which can have an impact on the company, including: Decreased



productivity takes time to select new employees with the same abilities, especially if the resigned employee has a big influence on the company and also the adaptation of employees where if each change of boss will have different rules.

According to the riset that the author discussed with a few employees, there may be a phenomenon that occurs at PT. Asuransi Generali First Grade Team. Apart from the Transformasional Leadership, which informs employees about the company's practices, it is still not very effective. There are other factors that affect employee work, such as the inability of employees to obtain nasabah to serve as part of the company's assurances, where each employee must meet their goals for the year and the year in which they are looking for nasabah.

Not only are the results of the prasurvey mentioned above, but there are also a few factors that affect employees' work habits, such as transformational leadership, which is based on the needs and goals of the participants. The goal of transformational leadership is to "transform" and transform people. The purpose of this article is to highlight the importance of vision, wawasan, and creating a perilaku that is consistent with principles, ideas, and permanent changes, allowing one to grow and gain momentum. Kepemimpinan transformasional is a type of leadership that requires people to be motivated to work with "tingkat tinggi" sasaran-sasaran that go hand in hand with their personal needs (Titin Hargyatni, 2022).

This is supported by the research of Presilawati et al (2022) that the non-physical work environment has a positive and significant effect on employee performance at PT Kimia Farma Apotek Palembang. Research results (Paramita Sani et al., 2021) show that transformational leadership has a direct positive effect on employee performance.

Based on the background stated above, the authors are interested in conducting research on: "The Effect of Transformational Leadership and Non-Physical Work Environment on Employee Performance at PT. Generali First Grade Team Insurance".

II. LITERATURE REVIEW



Definition of Employee Performance

Employee performance is one of the important factors because the progress of an organization or company depends on its human resources. If performance increases, the success of achieving company goals is wide open, but if performance decreases, it can result in a setback for the company and the company cannot maintain its business. There are times when employee performance has increased and there are times when it has decreased, even this decline can reach a point that can result in the institution or company losing its reputation in the eyes of the community. This needs to be considered and studied together what must be done to anticipate this (Herlina, 2020).

According to Hamdiyah et al., (2020) said that employee performance is a work achievement that shows the comparison between work results and predetermined standards. To achieve optimal employee performance, it is necessary to manage human resources related to compensation, work environment, and leadership. Meanwhile, according to Rivai and Sagala in Setyo Widodo et al., (2022) Employee performance is a function of motivation and ability to complete a task or job someone should have a certain degree of willingness and ability level. A person's willingness and skill is not effective enough to do something without a clear understanding of what to do and how to do it. Employee performance is the real behavior that everyone displays as a work achievement produced by employees in accordance with their role in the organization. Employee performance is very important in an organization's efforts to achieve goals.

Definition of Transformational Leadership

According to Basori et al., (2019) transformational leadership is leadership that inspires its followers to go beyond their personal interests, which is able to have an extraordinary impact on its followers. This type of leader who provides individualized consideration and intellectual stimulation and who has charisma. Transformational leaders devote attention to the concerns and development needs of individual followers, they change followers' awareness of problems by helping them see problems in new ways and they are able to excite, arouse, and teach followers to expend extra effort to achieve group goals. According to Permana et al.,(2019) which



reveals transformational leadership is a leadership that uses the effectiveness of inspiration from a leader to change his followers through his ideas and emotions.

Meanwhile, according to Angelia & Puri Astiti, (2020)) transformational leadership arises due to development and transformational leadership encourages employees to think and take part in providing ideas for the progress of the company or organization. Transformational leaders not only provide direction, but open space for employees to express their opinions.

Definition of Non-Physical Work Environment

The non-physical work environment is a work environment that can only be felt by feelings. Based on these opinions and descriptions, it can be said that the non-physical work environment is a work environment that cannot be captured with the five human senses. However, this non-physical work environment can be felt by workers through relationships with fellow workers and superiors ((Handayani & Azizah, N.D., 2021)

According to Widyaningrum (2019) All situations and conditions related to interactions and work relationships within an organization or company are called the non-physical work environment. This includes various things, such as interactions between coworkers, subordinate interactions with superiors, and dynamics between coworkers. The work environment can affect employees' productivity, job satisfaction and psychological well-being, which makes it extremely important.

The non-physical work environment, also called the psychological work environment, is the non-physical surroundings of a person's workplace. Although it cannot be observed directly with the five senses, this kind of work environment can be felt. Therefore, the non-physical work environment is the work environment formed by the relationship between existing work units and can only be felt by the feelings of employees (Ainun et al., 2024).

III. METHODS

The type of research used is using an associative research strategy. According to (Rusni, 2020) associative research is a tool for examining the influence or relationship between two or more variables that can build a theory that serves to explain, predict and control a symptom that makes associative research the highest



level compared to descriptive and comparative. In this study, the associative research strategy is used to identify the extent of the influence of variable X (independent variable) consisting of Transformational Leadership (X1) Non-Physical Work Environment (X2) on variable (Y), namely Employee Performance (dependent variable), both partially and simultaneously.

The author collects data according to the research needs. To get this data the author uses data collection techniques, namely:

1. Observation Technique

Observation (observation), namely by making direct observations on the object of research. For example, seeing the development of PT Generali First Grade Team Insurance, conducting interviews or discussions with sources and employees of PT Generali First Grade Team Insurance.

2. Questionnaire / Questionnaire Technique

The questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to be asked and answered, the questionnaire is an efficient data collection technique if the researcher knows exactly what variables to measure and knows what can be expected from the respondent (Sugiyono, 2019). This technique is a form of data collection tool in the form of questions. It is hoped that by distributing a list of questions to each respondent, researchers can collect data that is relevant to the research objectives and has a high level of reliability and validity. questionnaires that will be given to customers in the form of questions in the form of google form.

IV. RESULTS

Classical Assumptions

1. Normality Test

a. Histogram Approach



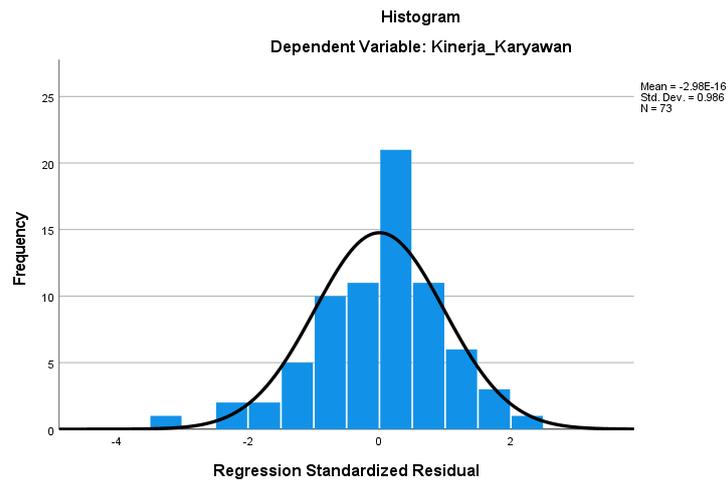


Figure 1
Normality Test with Histogram

Based on Figure 1, it can be seen that the variables are normally distributed, this is indicated by the bell-shaped distribution of data and does not deviate to the left or right.

b. Normal P-P Plot Graph Approach

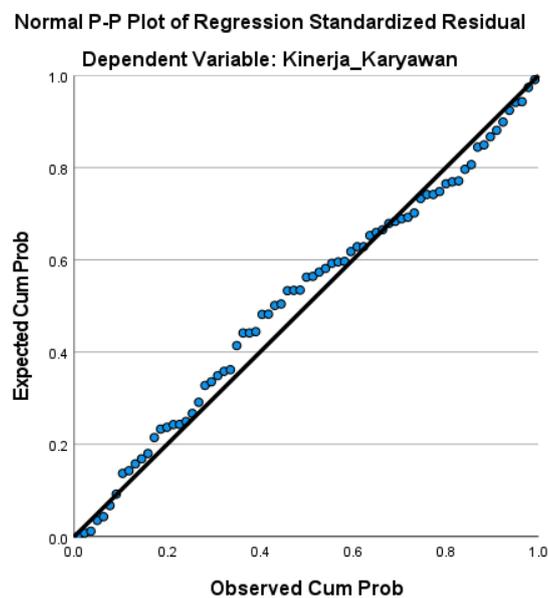


Figure 2
Normality Test with Normal P-P Plot

Figure 2 shows that the image shows points that follow the data along the diagonal line. This indicates that the researcher's residuals are normal. However, to

further ensure that along the diagonal line is normally distributed, the Kolmogorov-Smirnov test is carried out.

C. Kolmogorov-Smirnov Approach

Table 1
Uji Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		73
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.12337717
Most Extreme Differences	Absolute	.084
	Positive	.061
	Negative	-.084
Test Statistic		.084
Asymp. Sig. (2-tailed) ^c		.200 ^d

Table 1 shows that the Asymp. Sig. (2-tailed) is 0.200 and. greater than the significance level, which is 0.05 ($0.200 > 0.05$) this means that the normality assumption is met. Thus, based on the test criteria, it can be concluded that the data is normally distributed.

2. Multicollinearity Test

Table 2
Tolerance and VIF Value Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Kepemimpinan_Transformasional	.170	5.866
	Lingkungan_Kerja_Non_Fisik	.170	5.866

In Table 2, it is known that the tolerance value of all independent variables is greater than the value of 0.1 and the VIF value of all independent variables is less than the value of 10. Therefore, the data in this study are said not to experience multicollinearity problems.



3. Heteroscedasticity Test

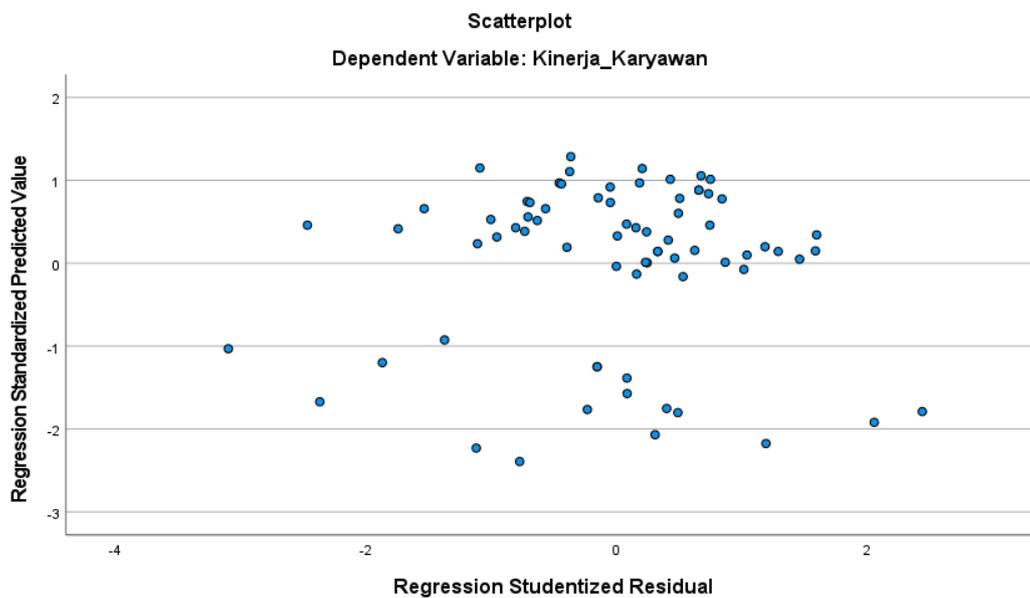


Figure 3
Heteroscedasticity with Scatterplot

Based on Figure 3, it can be seen that the points spread randomly, do not form a certain clear pattern and are spread both above and below zero on the Y axis. This means that there is no heteroscedasticity in the regression model so that the regression model is suitable for predicting purchasing decisions, based on the input of the independent variables.

Hypothesis Test Results

Test t (Partial Test)

The t-test is conducted to partially test whether Transformational Leadership (X1), and Non-Physical Work Environment (X2) partially or respectively affect Employee Performance To test this hypothesis, it is done by comparing tcount with ttable with the following conditions:

H0 is accepted, if $t_{count} \leq t_{table}$ or $sig\ t \geq \alpha$ (0.05)

H1 is accepted, if $t_{count} > t_{table}$ or $sig\ t < \alpha$ (0.05)

It is known, to find the t table as follows:

Probability = 5% or (0.05)

$df = n - k - 1$

$df = 73 - 2 - 1$



$df = 70$

$t_{table} = \text{probability} \times df$

$t_{table} = 0.05 \times 70$

So, we get $t_{table} = 1.994$

Table 3
Partial Significance Test (t test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.425	1.832		2.415	.018
	Kepemimpinan_Transformasional	.502	.138	.527	3.630	.001
	Lingkungan_Kerja_Non_Fisik	.234	.095	.357	2.459	.016

1. Transformational Leadership variable has a positive and significant effect on employee performance. This can be seen from the significant value (0.001) < 0.05 and t-count (3.630) > compared to t-table (1.994).
2. Non-physical work environment variables have a positive and significant effect on employee performance. This can be seen from the significant value (0.016) < 0.05 and t-count (2.459) > compared to t-table (1.994).

F test (simultaneous)

This test is conducted to see together or simultaneously the effect of the independent variables of Transformational Leadership and Non-Physical Work Environment on the dependent variable Employee Performance Known, to find the F table as follows:

Probability = 5% or (0.05)

$df_1 = k$

$df_2 = n - k - 1$

$F_{table} = \text{probability} \times (df_1) \times (df_2)$

$F_{table} = 0.05 \times 2 \times 70$

So, we get $F_{table} = 3.127$



Table 4
Simultaneous Significance F Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2088.920	2	1044.460	104.090	.000 ^b
	Residual	702.395	70	10.034		
	Total	2791.315	72			
a. Dependent Variable: Kinerja_Karyawan						
b. Predictors: (Constant), Lingkungan_Kerja_Non_Fisik, Kepemimpinan_Transformasional						

Table 4 reveals that the F-count value is 104.090 with a significance level of 0.000. Meanwhile, the F-table at the 95% confidence level ($\alpha = 0.05$) is 3.127. Therefore, in both calculations, namely $F\text{-count} > F\text{-table}$ ($104.090 > 3.127$) and the significance level ($0.000 < 0.05$), it shows that the effect of the independent variables Transformational Leadership (X1), and Non-Physical Work Environment (X2) simultaneously is significant on Employee Performance.

Test Coefficient of Determination (R²)

Table 5
Test Results of the Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.741	3.16768
a. Predictors: (Constant), Lingkungan_Kerja_Non_Fisik, Kepemimpinan_Transformasional				
b. Dependent Variable: Kinerja_Karyawan				

Based on Table 5, it can be seen that the Adjusted R Square value is 0.741 means that 74.1% of Employee Performance can be explained by Transformational Leadership (X1), and Non-Physical Work Environment (X2). While the remaining 25.9% can be explained by other variables not examined in this study.

Effect of Transformational Leadership on Employee Performance

Based on the t test, the Transformational Leadership variable has a significant effect on employee performance at PT Generali First Grade Team Insurance, this can be seen from the significant value ($0.001 < 0.05$ and $t\text{-count} (3.630) >$ compared to $t\text{-table} (1.994)$. means H_0 is rejected and H_1 is accepted.



Based on research on Transformational Leadership variables that have been distributed to 73 respondents, the question that has the highest level of agreement is in statement number 3, namely "Leaders make me inspired in doing tasks". A total of 39.73% of respondents agreed and 31.51% strongly agreed, so that a total of 71.24% of respondents gave a positive response. This shows that the majority of employees feel inspired by their leaders in carrying out tasks, which is one of the main characteristics of transformational leadership.

In addition, on statement number 5, namely "My leader clearly explains the goals that the organization wants to achieve", the majority of respondents also gave a positive response, with 42.47% agreeing and 28.77% strongly agreeing (71.24% in total). This indicates that leaders are quite effective in communicating the organization's vision and goals to employees, which is an important aspect of transformational leadership.

However, there are some variations in respondents' answers that indicate areas that need improvement. In statement number 2, namely "I accept solutions from leaders when I experience problems doing my job", 8.22% of respondents disagreed. This shows that there are still employees who feel that they do not get adequate solutions from leaders when facing obstacles at work. In addition, in statement number 7, namely "My leader always pays attention to employees and the work environment", there were 9.59% of respondents who answered disagree, indicating that some employees felt less cared for by the leader.

In statement number 6, namely "My leader always thinks of dealing with old problems in a new way", although the majority of respondents gave a positive response (28.77% agreed and 31.51% strongly agreed), there were still 8.22% of respondents who disagreed. This shows that innovation in solving problems by leaders still needs to be improved.

Overall, the researcher found that respondents gave positive responses to the majority of the questions given. Indicators such as inspiration, communication of organizational goals, and appreciation of employee performance show a fairly good application of transformational leadership. However, there are still some areas that



need improvement, especially in terms of providing solutions, caring for employees, and innovation in dealing with problems.

The results of Syamsuri and Halim's research (2021) show that transformational leadership has a direct positive effect on employee performance. Meanwhile, research by Martha and Fartika (2022) transformational leadership has a positive and significant effect on employee performance.

The Effect of Non-Physical Work Environment on Employee Performance

Based on the t test, the non-physical work environment has a significant effect on employee performance at PT Generali First Grade Team Insurance, this can be seen from the significant value $(0.016) < 0.05$ and t-count $(2.459) >$ compared to t-table (1.994) . means H_0 is rejected and H_1 is accepted.

Based on research on Non-Physical Work Environment variables that have been distributed to 73 respondents, the majority of respondents give a positive response to various aspects of the non-physical work environment. The question that has the highest level of agreement is in statement number 10, namely "Family relationships and treatment between employees are going well". A total of 42.47% of respondents agreed and 26.03% strongly agreed, so that a total of 68.50% of respondents gave a positive response. This shows that family relationships and treatment between employees are considered to be going well, which is an important indicator of a harmonious work environment.

In addition, in statement number 4, namely "I get fair treatment from superiors without discriminating against other employees", the majority of respondents also gave a positive response, with 41.10% agreeing and 20.55% strongly agreeing (total 61.65%). This indicates that employees feel they are treated fairly by their superiors, which is a key aspect in creating a positive work environment.

Overall, the researcher found that the respondents gave positive responses to the majority of the questions given. Indicators such as family relationships, fair treatment, and cooperation between employees show that the non-physical work environment in the organization is quite good. However, there are still some areas



that need improvement, especially in terms of treatment from superiors, giving directives, and cooperation between employees.

This is in line with research by Hargyatni et al (2022) that the physical work environment has a positive and significant effect on employee performance. Rahmatullah And Cay (2024) Physical Work Environment on Employee Performance. Based on research, it is known that the physical work environment has a positive and significant effect on employee performance.

The Effect of Transformational Leadership and Non-Physical Work Environment on Employee Performance

that the F-count value is 104.090 with a significance level of 0.000. Meanwhile, the F-table at the 95% confidence level ($\alpha = 0.05$) is 3.098 Therefore, in both calculations, namely $F\text{-count} > F\text{-table}$ ($104.090 > 3.127$) and the significance level ($0.000 < 0.05$), it shows that the effect of the independent variables Transformational Leadership (X1), and Non-Physical Work Environment (X2) simultaneously is significant on Employee Performance.

Overall, the results of this analysis indicate that Transformational Leadership and Non Physical Work Environment are important factors that can affect Employee Performance. Although Transformational Leadership has a more dominant influence, the Non Physical Work Environment also makes a significant contribution. Therefore, organizations need to prioritize the development of these two aspects to achieve optimal performance improvement. these factors in an effort to improve Employee Performance in the organization.

This is supported by research conducted by Syamsuri and Halim (2021) which found that simultaneously, the variables of transformational leadership and non-physical work environment have a positive and significant effect on employee performance, and are reinforced by research conducted by Martha and Fartika (2022) which found that simultaneously, the variables of transformational leadership and non-physical work environment have a positive and significant effect on employee performance.



V. CONCLUSION AND SUGGESTION

This study discusses the effect of transformational leadership and non-physical work environment on employee performance at PT Generali First Grade Team Insurance on 73 respondents studied. According to the results it can be concluded that:

1. Based on the partial test results, Transformational Leadership has a positive and significant effect on Employee Performance at PT Generali First Grade Team Insurance, so the first hypothesis is accepted.
2. Based on the partial test results, the Non-Physical Work Environment has a positive and significant effect on Employee Performance at PT. First Grade Team Generali Insurance, the second hypothesis is accepted.
3. Based on the results of the simultaneous test, it can be seen that Transformational Leadership and Non-Physical Work Environment simultaneously affect Employee Performance at PT. Generali First Grade Team Insurance, then the third hypothesis is accepted.

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