

The Influence of Work Motivation and Non-Physical Work Environment on Employee Performance in the *Body and Paint Section* of PT Auto 2000 Astra International Tbk Bandar Lampung

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Abstract

This study aims to test and analyze the influence of Work Motivation and Non-Physical Work Environment on Employee Performance in the Body and Paint section of PT. Auto 2000 Astra International Tbk Bandar Lampung. The population in this study is 32 employees with saturated sampling, namely all members of the population. The research is a quantitative research with a descriptive analysis method. The data analysis used includes: validity test, reliability test, descriptive statistical analysis test, and multiple linear regression test. As well as hypothesis testing in the form of T Test (Partial Test), F Test (Simultaneous Test) and R2 (Determination Coefficient Test). The results of this study show that the Work Motivation variable partially has a positive and significant effect on Employee Performance. Non-Physical Work Environment variables partially have a positive and significant effect on Employee Performance. Simultaneously, the variables of work motivation and non-physical work environment together have a positive and significant effect on Employee Performance in the Body and Paint section of PT. Auto 2000 Astra International Tbk Bandar Lampung with a contribution of 62.7% of the influence that can be explained by the independent variable (work motivation and non-physical work environment) on the bound variable (employee performance), while the remaining 37.3% is explained by other variables that were not tested in this study.

Keywords: *Work Motivation; Non Physical Work Environment; Employee Performance.*

INTRODUCTION

A company in carrying out its activities, whether companies engaged in industry, trade or services will strive to achieve the goals that have been set previously. It is important that the success of various activities in the company in achieving goals does not only depend on technological excellence, available operating funds, facilities or infrastructure owned, but also depends on the aspect of human resources. Human resources are the most important aspect of a company in order to achieve its goals and success. One of them is how the company improves the performance of employees in it. Employee performance is the result produced by a certain job function or activities on a certain job over a certain period of time, which shows the quality and quantity of the work (Adhari, 2020).

Human resources are one of the key factors in global competition, namely how to create quality human resources who have high skills and competitive culture in the company must be managed properly to have a positive impact. In a company, the quality of human resources and systems that can support the performance of the company's workforce is needed. If there is no performance, then the goals of all parts of the organization are not achieved. One of the factors of human resource management is work motivation and the work environment to achieve maximum employee performance (Zulfadli, 2023). In this case, the factor that must be considered in a company is employee performance because they are the main key to the company's success to make the company continue to progress and survive, so that employees are able to work professionally as well as in carrying out their duties and obligations so that employee enthusiasm and performance increase.

According to Rerung (2019) employee performance is behavior that results in tasks that can be observed and evaluated, where employee performance is the contribution made by an individual in achieving organizational goals. Performance is the overall result of a person during a certain period in

carrying out tasks, such as work performance standards, targets or criteria goals that have been determined in advance and have been mutually agreed. However, how companies can motivate employees and develop a plan to improve performance deterioration can be avoided.

Performance is an important factor that affects the success rate of a company. Performance is the potential that every employee must have to carry out the duties and responsibilities given to employees. With good performance, every employee can complete all the burdens in the company. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally and not in violation of the law and in accordance with morals and ethics (Sandewa, 2020).

One of the companies that is required to improve employee performance in order to compete in the business world is a company engaged in the automotive industry, namely PT Toyota Astra Motor which is one of the largest automotive companies in Indonesia and also very well known in the world which has been established in Indonesia on April 12, 1971 and in 1973 the PT. Multi Astra which is triggered by Toyota's increasing production and Toyota's desire to carry out full and independent quality checks, which has a vision of becoming the most competitive manufacturing company in Asia, becoming a global manufacturing company that maintains and continues to expand the company's business, becoming a leading company in the development of Indonesia's environmentally friendly car technology and the mission is to contribute more to the nation and global Toyota through creating sustainable local models that meet customer and government expectations, increasing exports and human resource development. As one of the largest automotive companies in Indonesia, of course, it has various branches throughout Indonesia, one of which is PT. Auto 2000 Bandar Lampung.

PT. Auto 2000 Bandar Lampung is a company that sells cars, this company also provides a network of sales, maintenance, repair, and supply of Toyota spare parts whose management is fully handled by PT. Auto 2000 is growing very rapidly because it provides various services that make it easier for prospective buyers and Toyota vehicle users. As we know that the Auto 2000 company seems to have been able to maintain the survival of a company and compete with other companies. This can be seen that what has made Auto 2000 the largest Toyota 3 dealer in Indonesia is its human resources who are able to work deftly and professionally. The following is a table of the number of employees of PT Auto 2000 Astra Internasional Tbk. Bandar Lampung.

Table 1. Number of Employees of PT Auto 2000 Astra Internasional Tbk Bandar Lampung

No.	Part	Number of Employees
1.	Branch Head	1
2.	Workshop Head	1
3.	Marketing	40
4.	Service (mechanic)	33
5.	Body And Painting	32
6.	Spare	3
7.	Accounting	8
8.	Finance	6
9.	Administration	6
10.	Human Resource Department (HRD)	8
11.	Information & Technology (IT)	4
	Total	142

Source: PT Auto 2000 Astra Internasional Tbk Bandar Lampung in 2024.

Based on the table above regarding PT Auto 2000 Astra Internasional Tbk Bandar Lampung, the company has a total of 142 employees consisting of several parts, namely Branch Heads, Workshop Heads, Marketing, Service (mechanics), Body and Painting, Spare Parts, Accounting, Finance, Administration, Human Resource Department (HRD) and Information & Technology (IT). However, in this study, the researcher focused on employees in the *Body and Painting section*.

The following is a table of employee performance standards for the *Body and Painting section* of PT Auto 2000 Astra Internasional Tbk Bandar Lampung, which is as follows:

**Table 2. Employee Performance Standards for Body and Painting Section
 PT Auto 2000 Astra Internasional Tbk. Bandar Lampung**

Value (%)	Category
90-100	Excellent
80-89	Good
70-79	Enough
60-69	Less
< 59	Bad

Source: PT Auto 2000 Astra Internasional Tbk Bandar Lampung in 2024.

Based on table 2 above, the performance standards of employees of the *Body and Painting* section of PT Auto 2000 Astra Internasional Tbk Bandar Lampung is an assessment standard carried out by the company to assess the performance carried out by its employees, performance assessment factors consisting of completion time, integrity, precision, use of tools and attendance. employees of the *Body and Painting* section PT Auto 2000 Astra Internasional Tbk Bandar Lampung is required to provide maximum work results in every task given. The following is a table of performance appraisal of employees of the *Body and Painting* section of PT Auto 2000 Astra Internasional Tbk Bandar Lampung in 2023, which is as follows:

Table 3. Employee Performance Assessment of *Body and Painting* of PT Auto 2000 Astra Internasional Tbk Bandar Lampung in 2023

Performance Evaluation Indicators	Weight	Assessment of the First Semester		Semester II Assessment	
		Achievement (%)	Value	Achievement (%)	Value
Completion Time	30	95%	29	88%	26,4
Integrity	20	93%	19	95%	19
Accuracy	20	90%	18	83%	16,6
Use of the tool	20	87%	17	80%	16
Presence	10	90%	9	87%	8,7
Total	100		92		87

Source: PT Auto 2000 Astra Internasional Tbk Bandar Lampung in 2024.

Based on table 3 above regarding the performance assessment of employees in the *Body and Painting* section of PT Auto 2000 Astra Internasional Tbk Bandar Lampung in 2023, it is explained that the performance assessment in the first semester has a value of 92 and the performance assessment in the second semester has a value of 87, there has been a decrease in employee performance in the second semester of 2023 by 5. In addition to this data, based on the results of interviews conducted by researchers, there was a decline in employee performance, due to the lack of initiative from employees where employees work must be ordered first by their superiors and there are still many employees who chat during working hours, lack of good communication, often late to work after breaks, lack of motivation among employees and untimely completion of work tasks.

Employee performance is very influential in bringing progress to the company, therefore efforts to improve employee performance are a management challenge of PT. Auto 2000 is the most serious because the success to achieve the goals and the survival of the company depends on the quality of performance, comfort, and service in it. In an effort to improve performance, employees must pay attention to work motivation and non-physical work environment. Maintaining employee motivation is very important because motivation is something that underlies every individual to act and do something. With high work motivation, employees will be more active in carrying out their work.

Motivation is the force that drives a person or team member to exert their talents, knowledge, time and energy to perform various tasks that are their responsibility and carry out their commitment to advancing the company's goals and objectives that have been set (Wardan et al., 2020). So basically, if the company wants to achieve optimal performance in accordance with the predetermined targets, the company must motivate employees so that employees are willing and willing to devote their energy and thoughts for work. The problem of motivating employees is not easy because in employees there are different wants, needs and expectations between one employee and another. So if management can understand the problem of motivation and overcome it, the company will get optimal employee performance in accordance with the specified standards.

According to Sitorus (2020) said that work motivation is everything that arises from a person's desire, by generating passion and desire from within a person that can influence and direct and maintain behavior to achieve goals or desires in accordance with the scope of work. Meanwhile, according to

Nurjaya (2021), motivation is a driving force that results in an organization member being willing or willing to exert his abilities, in the form of expertise and skills, energy and time to complete various activities that are his responsibility and fulfill his obligations in order to achieve the goals and various organizational goals that have been predetermined.

Based on the results of interviews conducted by researchers related to work motivation to employees of the *Body and Painting* section of PT Auto 2000 Astra International Tbk Bandar Lampung, namely the lack of encouragement among fellow colleagues, where there are still employees who only care about their work, lack of encouragement from the leadership, where the leadership does not care about the employee work process and only cares about the final result and employees assuming that there is a lack of rewards given by the company to outstanding employees. The problem of work motivation will have an impact on decreasing employee performance.

Furthermore, the factor that affects employee performance is the non-physical work environment. The non-physical work environment in a company is very important for management to pay attention to. Even though the non-physical work environment does not carry out the production process in a company, the non-physical work environment has a direct influence on the employees who carry out the production process. If the employee's work environment is very comfortable, then the employees will also be very happy in doing their work. If they are in a very uncomfortable environment, of course, every employee cannot work well and cannot get the job satisfaction they want. The result is not only felt by employees, but also the company where the employee works (Zulfadli, 2023).

The non-physical work environment is a reflection of the work atmosphere that occurs in a company. The non-physical work environment needs to be considered because it can support employee performance at work, because the non-physical work environment can make employees more enthusiastic in improving work results. Therefore, the company must provide a good non-physical work environment atmosphere for employees so that it will have an impact on improving employee performance. According to Solihin et al., (2019) stated that a non-physical work environment is a work environment that cannot be seen by the senses of employees and is able to influence them in carrying out the tasks charged.

If employees feel that the non-physical environment provides comfort and harmony at work, then this atmosphere will provide peace and closeness or familiarity between fellow colleagues so that employees are enthusiastic about doing work which will have an impact on increasing employee performance, on the other hand, if employees feel that the non-physical environment does not provide comfort and harmony at work, then this atmosphere will cause a problem between superiors and subordinates and even fellow colleagues which will have an impact on decreasing employee performance. According to Enny (2019), the non-physical work environment is all the circumstances that occur related to work relationships, both with superiors and with fellow colleagues or relationships with subordinates.

Based on the results of interviews conducted by researchers related to the non-physical work environment to employees of the *Body and Painting* section of PT Auto 2000 Astra Internasional Tbk Bandar Lampung, namely the lack of employee responsibility, where there are still employees who chat during working hours, resulting in a slow car painting process, lack of clarity in the work structure and delays in painting needs due to communication between the *Body and Paint* sections is not good so there is a lack of coordination. Problems related to the non-physical work environment can have an impact on employee performance.

The goal of a company is to achieve a good organization, this achievement will be achieved if there is high employee performance. High employee performance will be achieved if there is high employee work motivation and a good non-physical work environment between fellow employees in carrying out their work in a company.

Then the researcher wants to prove the relationship between work motivation and employee performance, the results of Khaifi (2022) research state that work motivation has a significant effect on employee performance. This is in line with research conducted by Astuti, Akbar and Hasibuan (2021) which states that work motivation affects employee performance.

Then Aditya's research (2019) conducted a study with results that stated that there was a significant influence between non-physical work environments on employee performance. Because of the harmonious relationship between employees and superiors, it affects employee behavior, namely continuing to work in the company, which affects the low desire to leave the company. Furthermore, the

research of Khotimah, Effendi, and Kumalasari (2021) states that the non-physical work environment affects employee performance.

The purpose of this study is to test and analyze the influence of Work Motivation on Employee Performance in the Body and Paint section of PT Auto 2000 Astra International Tbk Bandar Lampung, to test and analyze the influence of Non-Physical Work Environment on Employee Performance in the Body and Paint section of PT Auto 2000 Astra International Tbk Bandar Lampung, and to test and analyze the influence of Work Motivation and Non-Physical Work Environment together on Employee Performance in the Body and Paint section of PT Auto 2000 Astra International Tbk Bandar Lampung.

METHOD

This study uses a type of quantitative research with a descriptive analysis method. Quantitative research is used to research a specific population or sample, using research tools in the form of data collection and analyzing statistical data to test predetermined hypotheses. The independent variable (X) in this study is in the form of Work Motivation and Non-Physical Work Environment and the dependent variable (Y) used is in the form of Employee Performance.

The population to be studied in this study is 32 employees in the *Body and Paint* section who work at PT. Auto 2000 Astra International Tbk Bandar Lampung. The determination of the number of samples in this study was carried out by *non-probability sampling*. The *non-probability sampling* technique chosen is *Saturated Sampling*, which is a method of drawing samples when all members of the population are used as samples. In this study, the samples taken were all employees in the *Body and Paint* section who worked at PT. Auto 2000 Astra International Tbk Bandar Lampung which totaled 32 people.

The data collection technique in this study uses a questionnaire. The measurement of variables in this study uses the Likert scale. The data analysis used was multiple linear regression analysis. As well as hypothesis testing in the form of T Test (Partial Test), F Test (Simultaneous Test) and R² (Determination Coefficient Test). This study processed and analyzed research data using the IBM SPSS application program version 26.

RESULTS AND DISCUSSION

Validity Test Results

Table 4. Validity Test Results

Variable	Dimension	Items	R Count	R table	Significant	Information
Work Motivation (X1)	Impulse to Achieve a Goal	X1.1	0,596	0,349	0,000	Valid
		X1.2	0,361	0,349	0,042	Valid
	Work Spirit	X1.3	0,521	0,349	0,002	Valid
		X1.4	0,497	0,349	0,029	Valid
		X1.5	0,427	0,349	0,028	Valid
	Initiative and Creativity	X1.6	0,360	0,349	0,043	Valid
		X1.7	0,459	0,349	0,012	Valid
Non-Physical Work Environment (X2)	Sense of Responsibility	X2.1	0,407	0,349	0,011	Valid
		X2.2	0,381	0,349	0,032	Valid
		X2.3	0,418	0,349	0,017	Valid
	Peer-to-peer relationships	X2.4	0,436	0,349	0,013	Valid
		X2.5	0,362	0,349	0,037	Valid
	Employer-Employee Relationship	X2.6	0,453	0,349	0,009	Valid
		X2.7	0,405	0,349	0,037	Valid
Employee Performance (Y)	Cooperation Between Employees	Y.1	0,396	0,349	0,025	Valid
		Y.2	0,639	0,349	0,000	Valid
		Y.3	0,367	0,349	0,039	Valid
	Quality of Work	Y.4	0,516	0,349	0,038	Valid
		Y.5	0,431	0,349	0,014	Valid
	Quantity	Y.6	0,404	0,349	0,026	Valid
		Y.7	0,377	0,349	0,034	Valid
	Timeliness	Y.8	0,544	0,349	0,033	Valid
		Y.9	0,431	0,349	0,014	Valid
Effectiveness						
	Independence					



Variable	Dimension	Items	R Count	R table	Significant	Information
		Y.10	0,456	0,349	0,009	Valid

Source: SPSS data processing results, 2024.

Based on the table above, it shows that Testing the validity of the research instrument/questionnaire with each $R_{\text{statement}} > R_{\text{table}}$, so that statements on all variables of Work Motivation, Non-Physical Work Environment and Employee Performance are declared valid as a measuring tool.

Reliability Test Results

Table 5. Reliability Test Results of X and Y Variables

Variable	Cronbach Alpha Values	Information
Work Motivation	0,605	Reliable
Non-Physical Work Environment	0,635	Reliable
Employee Performance	0,642	Reliable

Source: SPSS data processing results, 2024.

Based on the table above, it can be seen that all values of each variable have a *Cronbach Alpha* value > 0.60 . Based on these results, it can be concluded that questionnaires on each variable (Work Motivation and Non-Physical Work Environment) and variables (Employee Performance) are declared reliable as a measuring tool.

Results of Statistical Descriptive Analysis

Table 6. Results of the Statistical Description Analysis Test

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Motivation Kerja_X1	32	30	35	32,81	1,354
Non-Fisik_X2 Work Environment	32	29	35	31,53	1,190
Karyawan_Y Performance	32	43	50	46,18	1,785

Source: SPSS data processing results, 2024.

Based on the table above, it shows that the number of samples (N) in this study is 32 data samples. Based on the results of the analysis of the description above, it can be seen that the value of the Work Motivation variable (X1) is a minimum value of 0.30 or 30%, the maximum value is 0.35 or 35% with a *mean* value of 32.81 and a standard deviation value of 1.354 which means that the *mean value* is greater than the standard deviation value so that the data deviation is low, so the distribution of the value is even.

Non-Physical Work Environment (X2) from 32 samples was known to have a minimum value of 0.29 or 29%, a maximum value of 0.35 or 35% with a *mean* value of 31.53 and a standard deviation value of 1.190 which means that the *mean value* is greater than the standard deviation value so that the data deviation occurs low so that the distribution of the value is even.

Employee Performance (Y) from 32 samples is known to have a minimum value of 0.43 or 43%, a maximum value of 0.50 or 50% with a *mean* value of 46.18 and a standard deviation value of 1.785 which means that the *mean value* is greater than the standard deviation value so that the data deviation is low, so the distribution of the value is even.

Multiple Linear Regression Analysis Results

Table 7. Multiple Linear Regression Analysis Test Results

		Coefficients ^a		
		Unstandardized Coefficients		Standardized Coefficients
Type		B	Std. Error	Beta
	(Constant)	25,769	12,080	
1	Motivation Kerja_X1	0,284	0,235	0,216
	Non-Fisik_X2 Work Environment	0,352	0,267	0,235

Source: SPSS data processing results, 2024.

Based on the table above, it is the result of multiple linear regression calculations using the SPSS program. The results of the regression equation are obtained as follows:



$$Y = 25,769 + 0,284 X1 + 0,352 X2 + e$$

1. Constant = 25,769
The constant value shows that if the independent variables (Work Motivation and Non-Physical Work Environment) are assumed to have a value of zero, then the dependent variable (Employee Performance) is valued at 25.769.
2. b1 = 0.284
The value of the coefficient of the Work Motivation variable (X1) is 0.284. This shows that the Work Motivation variable has a positive and significant effect which can be interpreted that for every increase of 1 unit of the Work Motivation variable, it will increase the Employee Performance variable by 0.284.
3. b2 = 0.352
The value of the variable coefficient of Non-Physical Work Environment (X2) is 0.352. This shows that the Non-Physical Work Environment variable has a positive and significant effect which can be interpreted that every increase of 1 unit of Non-Physical Work Environment variable, the Employee Performance variable will be increased by 0.352.

Partial Test Results (T-Test)

Table 8. Partial Test Results (T-Test)
Coefficients

Type	T	Sig.	Information
(Constant)	2,133	0,041	
Motivation Kerja_X1	1,809	0,024	Positive and Significant
Non-Fisik_X2 Work Environment	1,915	0,020	Positive and Significant

Source: SPSS data processing results, 2024.

Based on the table above, the hypothesis test in this study was carried out at a significance level of 0.05, while the value of the t-table could be calculated on the t-test table with the formula $df = n - k$ or $df = 32 - 4 = 28$, so that a table of 1.70113 was obtained. To find out the magnitude of the influence of each independent variable partially on the dependent variable is as follows:

1. H1: Test the hypothesis of Work Motivation (X1) on Employee Performance (Y) based on the results of the calculation obtained from $1.809 > \text{table } 1.70113$ with a significant level of 0.05, which is $0.024 < 0.05$. This means that the Work Motivation variable partially has a positive and significant effect on Employee Performance in the Body and Paint section of PT. Auto 2000 Astra International Tbk Bandar Lampung. The hypothesis that Job Motivation has a positive and significant effect on Employee Performance is proven and the first hypothesis is acceptable.
2. H2: Test the hypothesis of the Non-Physical Work Environment (X2) on Employee Performance (Y) based on the calculation results obtained from $1.915 > \text{table } 1.70113$ with a significant level of 0.05, which is $0.020 < 0.05$. This means that the Non-Physical Work Environment variable partially has a positive and significant effect on Employee Performance in the Body and Paint section of PT. Auto 2000 Astra International Tbk Bandar Lampung. The hypothesis that the Non-Physical Work Environment has a positive and significant effect on Employee Performance is proven and the second hypothesis is acceptable.

Simultaneous Test Results (Test F)

Table 9. Simultaneous Test Results (Test F)
ANOVAa

Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.874	2	4.437	3.430	,025b
1 Residual	90.001	29	3.103		
Total	98.875	31			

Source: SPSS data processing results, 2024.

Based on the table above, it shows that the F test can be carried out by comparing F_{cal} with the value of F_{table} at a significance level of 0.05. The value of F_{cal} is 3.430 and F_{table} with $df = k - 1$ ($df1 = 4 - 1 = 3$), then the numerator degree is 3 and $df2 = n - k$ ($df2 = 32 - 4 = 28$) for the denominator degree, then F_{table} of 2.95 means $F_{cal} > F_{table}$ which is $3.430 > 2.95$. The significance value is $0.025 < 0.05$, then H_0 is rejected and H_a is accepted. In the results of the F test, it can be concluded that the Third

Hypothesis (H3) is accepted, namely the variables of Work Motivation and Non-Physical Work Environment together have an influence on Employee Performance in the Body and Paint *section* of PT. Auto 2000 Astra International Tbk Bandar Lampung. The hypothesis that Work Motivation and Non-Physical Work Environment together have a positive and significant effect on Employee Performance is proven and the third hypothesis is acceptable.

Results of Determination Coefficient Analysis

Table 10. Determination Coefficient Test Results

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,600A	,690	,627	1.76167

a. Predictors: (Constant), Total_X2, Total_X1

Source: SPSS data processing results, 2024.

Based on the table above, the determination coefficient shows the *Adjusted R Square* figure with a value of 0.627. This shows that 62.7% of the influence that can be explained by the independent variable (Work Motivation and Non-Physical Work Environment) on the bound variable (Employee Performance), while the remaining 37.3% is explained by other variables that were not tested in this study. Other variables that were not tested in this study were variables such as leadership style variables, work stress, work discipline, communication, competence, workload, work commitment and others.

Discussion

The Effect of Work Motivation on Employee Performance

Based on the results of the research that has been carried out, the Work Motivation variable that is partially tested produces a *t*cal value of 1.809 > *t*table 1.70113 and a significance level of 0.024 < 0.05 is obtained. Based on these results, it can be concluded that the Work Motivation variable (X1) has a positive and significant effect on Employee Performance in the Body and Paint *section* of PT. Auto 2000 Astra International Tbk Bandar Lampung. The hypothesis that Job Motivation has a positive and significant effect on Employee Performance is proven and the first hypothesis is acceptable. Thus, it is known that the Work Motivation variable has a significant effect in a positive direction on the employee performance variable. Employees who have high work motivation will have the drive to want to use all their abilities to work. This is in line with the theory expressed by Rokhimah (2019) which revealed that there is a significant influence between work motivation variables on employee performance. The higher the form of motivation given, the higher the level of achievement (Nuryasin et al., 2019).

From the explanation above, it is known that work motivation has a significant influence on employee performance and this is in accordance with the opinion expressed by Hendriani et al., (2019), Anggraeni (2020) and Dewi et al., (2019) that companies can provide motivation that can improve employee performance, such as giving bonuses and praise to outstanding employees, leaders have established communication with employees in completing the work of employees and The need for a sense of security at work has also been met by the agency where they work.

Work motivation can be said to be a form of encouragement. This encouragement aims to provide enthusiasm that can improve employee performance, so that in the future it can have a high level of performance and can lead the company to a good goal (Nuryasin et al., 2019). Employees who are motivated to do a job will have a passion to do their tasks, thus employees will be able to achieve performance. The high or low motivation that leaders give to employees will also affect the level of performance produced by employees. Providing high motivation will affect the level of employee performance to be better. Likewise, if the motivation for employees is low, the level of employee performance towards the company will also be low (Nuryasin et al., 2019).

This research is in line with previous research conducted by Sukmayuda et al., (2019), Nurhuda et al., (2019), Marlapa et al., (2020) with the results of hypothesis testing, namely work motivation has a positive effect on employee performance. The results of this study are also in accordance with research conducted by Analisa (2019), Bachtiar (2022) and Kristiawan (2019) which stated that work motivation has a positive and significant effect on employee performance.

The Influence of Non-Physical Work Environment on Employee Performance

Based on the results of the research that has been carried out, the Non-Physical Work Environment variable that was partially tested resulted in a t_{cal} value of 1.915 > t_{table} 1.70113 and obtained a significance level of $0.020 < 0.05$. Based on these results, it can be concluded that the Non-Physical Work Environment (X2) variable has a positive and significant effect on Employee Performance in the Body and Paint *section* of PT. Auto 2000 Astra International Tbk Bandar Lampung. The hypothesis that the Non-Physical Work Environment has a positive and significant effect on Employee Performance is proven and the second hypothesis is acceptable. Thus, it is known that the Non-Physical Work Environment variable has a significant effect in a positive direction on employee performance variables. A good non-physical work environment will certainly make employees comfortable at work so that they can make employees work optimally which has an impact on improving employee performance (Setyawan et al., 2019). This is in line with the theory expressed by Cintia et al., (2019) and Rahmawanti et al., (2020) which states that the non-physical work environment has a significant effect on employee performance.

From the explanation above, the non-physical work environment has a significant influence on employee performance in accordance with the opinions expressed by Supriadi et al., (2020), Handayani et al., (2022), and Suryani (2019) stated that the non-physical work environment has been proven to have a significant effect on employee performance. A good working environment, complete facilities and a conducive working environment as well as good relationships with colleagues and superiors will create a comfortable atmosphere for employees. When employees feel comfortable and the social environment supports them, they are encouraged to work well. If employees work in a comfortable, pleasant work environment and well-established relationships, then employees will tend to perform better. This shows that employee performance can be improved with a good work environment (Sanjaya et al., 2024).

Based on the results of this study, it can be seen that the company's leaders have provided an explanation of the right and clear work procedures to the employees, so that employees are able to work appropriately in an effort to achieve the goals that have been set. The relationship between employees is already going well so that they can improve their performance. The leadership has also given accountability for transparent decision-making. The results of this study also reflect that company leaders are able to maintain the harmony of their subordinates, such as a balanced division of tasks, then be able to motivate their subordinates to work harder or give rewards to employees who have good performance (Setyawan, 2019).

This research is in line with research conducted by Analisa (2019), Bachtiar (2022) and Kristiawan (2019) which stated that the non-physical work environment has a positive effect on employee performance. The results of this study are also strengthened by research conducted by Mardani (2019) that the non-physical work environment has a significant influence on employee performance. This means that the better the non-physical work environment in a company, the better the employee performance, meaning that the role of the non-physical work environment affects employee performance.

The Influence of Work Motivation and Non-Physical Work Environment on Employee Performance

Based on the results of the F test that has been carried out, the value of F_{cal} 3.430 is greater than the F_{table} , which is 2.95 with a significant value of $0.025 < 0.05$, then H_0 is rejected and H_a is accepted. In the results of the F test, it can be concluded that the Third Hypothesis (H3) is accepted, namely the variables of Work Motivation and Non-Physical Work Environment together have a positive and significant influence on Employee Performance in the Body and Paint *section* of PT. Auto 2000 Astra International Tbk Bandar Lampung. The results of this test statistically prove that Work Motivation and Non-Physical Work Environment have a positive effect on employee performance. This means that Work Motivation and Non-Physical Work Environment can affect employee performance in the Body and Paint *section* of PT. Auto 2000 Astra International Tbk Bandar Lampung.

Providing work motivation to employees aims to change employee behavior in accordance with the company's wishes, increase passion and work spirit, improve work discipline, improve work performance, increase a sense of responsibility, increase productivity and efficiency and foster employee loyalty to the company (Sembiring, 2020).

The work environment is the entire work facilities and infrastructure that exist around employees who are doing work that can affect the work itself. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance will increase if the company is able to motivate employees to work better accompanied by a decent work environment (Sembiring, 2020).

The results of this study are in line with research conducted by Analisa (2019), Bachtiar (2022) and Kristiawan (2019) which stated that work motivation and non-physical work environment have a simultaneous effect on employee performance. Based on the description above, it is concluded that the existence of work motivation and a decent non-physical work environment can affect employee performance. The results of this study support research conducted by Maswar et al., (2020) and Nuryasin et al., (2019) which shows that work motivation and non-physical work environment have a joint effect on employee performance.

CONCLUSION

Based on the results of the analysis and discussion of data that has been carried out regarding the influence of Work Motivation and Non-Physical Work Environment on Employee Performance in the Body and Paint *section* of PT. Auto 2000 Astra International Tbk Bandar Lampung, then it can be concluded that:

1. Work Motivation partially has a positive and significant effect on Employee Performance in the Body and Paint *section* of PT. Auto 2000 Astra International Tbk Bandar Lampung, so the first hypothesis was accepted.
2. The Non-Physical Work Environment partially has a positive and significant effect on Employee Performance in the Body and Paint *section* of PT. Auto 2000 Astra International Tbk Bandar Lampung, so the second hypothesis was accepted.
3. Work Motivation and Non-Physical Work Environment simultaneously have a positive and significant effect on Employee Performance in the Body and Paint *section* of PT. Auto 2000 Astra International Tbk Bandar Lampung. This means that the third hypothesis is accepted.

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