Research Article

The Influence of Non-Physical Work Environment, Satisfaction, and Motivation on Employee Performance at PT Eurotruk Transindo Samarinda

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Abstract: The development of the business world in the digital era requires every company to adapt quickly and implement innovative strategies in order to remain competitive. PT Eurotruk Transindo Samarinda faces increasingly fierce competition due to the emergence of various new companies in various sectors, thus requiring optimal human resource management that is in line with the dynamics of digital transformation. This study aims to analyze the influence of non-physical work environment, job satisfaction, and motivation on employee performance at PT Eurotruk Transindo. This study uses a quantitative approach with data collection techniques through observation and the distribution of questionnaires to 50 respondents, which were then analyzed using statistical tests with the assistance of SPSS version 31. The results of the study indicate that non-physical work environment and work motivation have a positive and significant impact on employee performance, while job satisfaction does not have a significant impact. Simultaneously, all three variables have a significant impact on employee performance. These findings emphasize the importance of aligning human resource management strategies with business transformation to enhance employee performance and maintain competitiveness in the digital era.

Keywords: Digital Transformation; Employee Performance; Job Satisfaction; Motivation; Non-Physical Work Environment

1. Introduction

Business development in the digital era requires companies to adapt quickly and implement innovative strategies to remain competitive. Competition is becoming increasingly fierce with the emergence of new companies in various industrial sectors. Digital dynamics through the development of information technology, automation, and business process digitization present challenges and opportunities that can only be optimized through human resource management. Employees, as valuable assets, are not only required to have technical skills, but also the ability to adapt to digital changes in order to maintain optimal performance (Sabrina, 2021). The quality of a company's human resources is crucial to its performance since, despite the aid of contemporary technology, management effectiveness still determines goal attainment (Tiomantara & Adiputra, 2021). In order to optimize individual potential in support of the accomplishment of corporate goals, human resource management must be executed effectively and efficiently by planning, organizing, and regulating (Arraniri et al., 2021).

According to (Nurrahmi et al., 2020), the role of human resources in a company is very dominant because it is the main driver that determines the achievement of organizational goals. Therefore, the management of human resources needs serious attention, not only from an individual perspective but also from a group perspective within the organizational environment, given the differences in nature and characteristics between individuals and groups.

High-quality human resources can deliver maximum performance, support the achievement of goals, and maintain company stability in various conditions. Conversely, low-quality human resources may adversely affect the performance of the company. line with this, Hasibuan (2020) emphasizes that no matter how sophisticated a company's technology is, organizational goals cannot be achieved without the active role of employees. This shows that employee performance is an important aspect that requires serious attention

Employee performance has a key function in determining a company's ability to reach its objectives. One company that has performance issues is PT. Eurotruk Transindo Samarinda Branch, a subsidiary of PT. Kobexindo Tractors Tbk. PT. Eurotruk Transindo is a manufacturing company engaged in the 2S official dealership for Mercedes-Benz commercial vehicles. This company focuses on after-sales activities, providing quality Mercedes-Benz spare parts and component services in workshops and mining locations. Employee performance at PT. Eurotruk Transindo Samarinda is an important factor because it directly affects the standard of post-sale services and the level of customer satisfaction. The results of observations through preliminary surveys show that although the company's physical facilities, such as workshops, equipment, and spare parts availability, are adequate, there are challenges related to the non-physical work environment, job satisfaction, and work motivation, such as communication between employees, suboptimal team coordination, the need for technological improvements, and career development. These conditions have the potential to hinder the achievement of company targets and reduce operational effectiveness.

To enhance employee performance and support the achievement of organizational objectives, companies must focus on creating a supportive work environment that encompasses both physical and non-physical conditions. Employees' perceptions of their work environment will influence their assessment of various aspects of the workplace. If the perceptions that arise from employees are positive, their performance will also improve, because they feel safer and happier with a good working environment. Conversely, if employee perceptions are negative, their performance tends to decline.

One factor that influences employee performance is job satisfaction. Job satisfaction is an important aspect in the world of work that relates to how employees feel and evaluate their work. The definition of job satisfaction includes several interrelated elements, such as praise for work results, appropriate placement, fair treatment, adequate equipment, and a conducive work environment. According to (Latifah et al., 2020), job satisfaction is a positive emotional response and dedication to work, which is reflected in work ethic, discipline, and achievement. Job satisfaction is felt both in the context of work itself and outside of work, as well as in the balance between the two.

In addition to work environment and job satisfaction, employee motivation significantly influences performance. Motivation is the main driver that encourages a person to try their best or give all their energy to achieve a certain goal. Motivating someone is a process that starts with a need, which then gives rise to a desire, encourages action, and ultimately leads to a decision. Various stages of motivation must be directed towards achieving the company's goals. Only when the goals are clear can all parties involved in the organization easily understand and implement them. Labor expenses per unit of production will go down when productivity rises. Furthermore, giving each employee the chance to grow in line with their skills and abilities is a crucial step in meeting their needs since it enables them to concentrate entirely on their work when their needs are met in a way that suits their preferences, particularly when it comes to monetary compensation in the form of bonuses and salaries for good work.

Based on previous research conducted by (Yanuari, 2019) showed that work motivation and environment positively influence employee performance, while (Nurhandayani, 2022) found that job satisfaction had no significant effect. These differences suggest the need for further study on how work environment, job satisfaction, and motivation affect performance.

The purpose of this study is to examine how employee performance at PT Eurotruk Transindo Samarinda is impacted by the non-physical work environment, job satisfaction, and work motivation. The study's findings should help the business create more effective strategic policies to boost worker performance in the real world. They should also benefit academia by adding to the body of knowledge on human resource management, especially as it relates to Indonesia's automotive sector and after-sales services.

2. Literature Review

Resource-Based View Theory

The Resource-Based View is a theory introduced by B. Wernerfelt (1984). This theory explains that resources and capabilities are important for companies because they are the basis of a company's competitiveness and performance (Dewi et al., 2021). The basic assumption of this theory is that companies can compete with their competition through internal resource programs that are tailored to the company's ability to achieve competitive advantage (Dewi et al., 2021). According to Barney (1991), companies can achieve competitive advantage by utilizing resources that can guide the company towards sustainability.

Human Resource Management

Human resource management (HRM) is a part of general management that involves activities such as planning, organizing, implementing, and controlling. Considering the crucial role of human resources in achieving organizational objectives, both research and practical applications in this field have been systematically developed. The term "management" itself refers to the discipline of handling human resources in an effective manner. According to Hasibuan in Wicaksono et al. (2020), human resource management is the knowledge and skills in managing employee roles and relationships efficiently and effectively, which ultimately supports the achievement of company goals.

Non-Physical Work Environment

The non-physical work environment is described, often referred to as the mental work environment, cannot be directly perceived by the human senses. Instead, it is more related to the psychological and emotional climate that affects employee comfort (Sanjaya & Desty Febrian, 2024). Similarly Fitria et al. (2023), the purpose of this study is to examine how employee performance at PT Eurotruk Transindo Samarinda is impacted by the non-physical work environment, job satisfaction, and work motivation. The study's findings should help the business create more effective strategic policies to boost worker performance in the real world. They should also benefit academia by adding to the body of knowledge on human resource management, especially as it relates to Indonesia's automotive sector and after-sales services.

Job Satisfaction

Job satisfaction can be understood as a state that employees strive for while performing their responsibilities (Meutia & Narpati, 2021). It represents a subjective perception that emerges when there is alignment or lack thereof between the rewards employees gain from their work and what they anticipate, desire, or believe they deserve. Consistent with this view, Jodie Firjatullah et al. (2023) describe job satisfaction as employees' attitudes toward their work, which is reflected through positive perceptions of their tasks and the surrounding work environment. Due to its impact on absenteeism, turnover, motivation, and other personnel issues, organizations and HR departments need to consistently monitor job satisfaction levels. Based on this perspective, it can be concluded that job satisfaction is very important and subjective, shaped by how employees view the balance between their contributions and what they get from their jobs. Elements such as supportive relationships between coworkers and superiors, fair compensation, and adequate organizational facilities play a key role in increasing satisfaction.
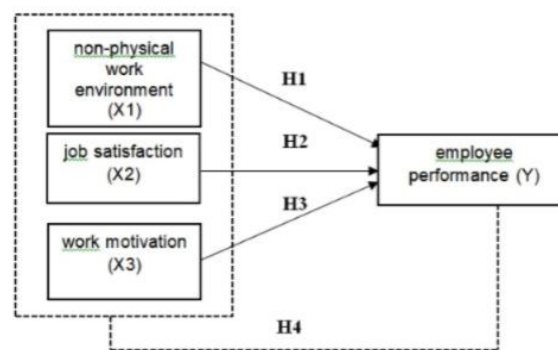
Work Motivation

Motivation can be understood as an individual's willingness to give their best effort to achieve organizational goals, which is also related to the fulfillment of certain personal needs. Work itself refers to various activities carried out by a person to achieve certain targets (Arsindi et al., 2022). As emphasized by Hasibuan in Gito Septa Putra (2023), motivation plays a crucial role because it encourages, directs, and strengthens individual behavior, enabling employees to work enthusiastically and achieve optimal results. From this perspective, this suggests that work motivation plays the role of a key element in stimulating enthusiasm and perseverance in carrying out tasks aimed at organizational success. This motivation can come from internal factors within the individual or external influences, including fair compensation, supportive leadership, adequate work facilities, a conducive work environment, and positive interactions with coworkers.

Employee Performance

The term performance is rooted in the notions of job performance and actual performance, which describe the concrete achievements or results produced by individuals in their work. In a corporate context, performance refers to the tasks completed by employees in accordance with the authority, rights, and responsibilities given to them, all with the aim of

achieving organizational goals. As explained by (Sadat et al., 2020), performance includes both the results and behavior demonstrated by employees during a certain period, usually one year. This reflects the extent to which an employee contributes to the success of the organization. However, employee performance often varies, as not all individuals consistently produce optimal results. These differences arise due to differences in personal characteristics, perspectives, and the level of effort invested in improving performance. Therefore, it is important for management to recognize and identify the factors that affect employee performance, thereby creating a work environment that supports continuous improvement throughout the organization.

Research Model and Hypotheses

Figure 1. Research Model
Source : processed data, 2025

3. Research Method

This research is conducted to analyze how the non-physical work environment, job satisfaction, and work motivation influence employee performance. To reach this goal, the study applies an associative approach that explains the connection and impact of the independent variables non-physical work environment, job satisfaction, and motivation on the dependent variable, namely employee performance. The study adopts a quantitative method, where the data are processed and interpreted in numerical form. The research population consists of permanent employees of PT. Eurotruk Transindo. The sample was selected through a non-probability sampling method with the snowball method, resulting in 50 respondents. Primary data were collected through questionnaires distributed both in person and via online platforms. Each questionnaire item was assessed using a five-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree").

4. Results and Discussion

Respondent Description

This study involved 50 respondents with diverse characteristics, as shown in Table 1. Of the total respondents, 80% (40 individuals) were male and 20% (10 individuals) were female. In terms of age, 28% (14 respondents) were 21–28 years old, 70% (35 respondents) were 29–40 years old, and 2% (1 respondent) were 41–45 years old. Based on education level, 78% (39 respondents) had completed high school or a D3 program, while 22% (11 respondents) held a bachelor's degree. Regarding work tenure, most respondents had worked for 6 months to 1 year (10% or 5 respondents) and 2 to 6 years (70% or 35 respondents).

Table 1. Respondent Characteristics

Variable	Characteristic	Frequency	Percentage
Gender	Male	40	80
	Female	10	20
Age	21 – 28	14	28
	29-40	35	70
	41-45	1	2
Education	High School-D3	39	78
	Bachelor	11	22
Years of Experience	6 months - 1 year	5	10
	2 years – 6 years	35	70

Source: processed data, 2025

Validity and Reliability Test

Tests for validity and reliability were carried out to confirm the accuracy and quality of the research instruments. Validity aims to assess the extent to which the instruments are able to accurately measure the variables under study, while reliability tests examine the consistency of the instruments in producing stable data. Both tests are important to ensure that the data obtained is accurate, reliable, and truly reflects the conditions under study.

Table 2. Results of Validity and Reliability Tests

Construct/item	Loadings**	CA
Non-Physical Work Environment		0.748
X1.1	0.493	
X1.2	0.470	
X1.3	0.476	
X1.4	0.463	
X1.5	0.523	
X1.6	0.672	
X1.7	0.538	
X1.8	0.490	
X1.9	0.625	
X1.10	0.728	
Job Satisfaction		0.881
X2.1	0.713	
X2.2	0.784	
X2.3	0.803	
X2.4	0.492	
X2.5	0.760	
X2.6	0.730	
X2.7	0.457	
X2.8	0.707	
X2.9	0.714	
X2.10	0.639	
Work Motivation		0.767
X3.1	0.511	
X3.2	0.558	
X3.3	0.470	
X3.4	0.489	
X3.5	0.641	
X3.6	0.632	
X3.7	0.513	
X3.8	0.635	
X3.9	0.577	
X3.10	0.678	
Employee Performance		0.761
Y.1	0.508	
Y.2	0.521	
Y.3	0.599	
Y.4	0.525	
Y.5	0.553	
Y.6	0.543	
Y.7	0.484	
Y.8	0.545	
Y.9	0.543	
Y.10	0.479	
Y.11	0.469	
Y.12	0.578	

Source: processed data, 2025

At this stage, Tests for validity and reliability were carried out by analyzing Outer Loading and Cronbach Alpha. From Table 3, it is evident that the validity test values are $r_{count} > 0.284$ and r_{table}, while the reliability coefficient values are > 0.60. Therefore, it can be inferred that all research instruments are valid and reliable.

Classical Assumptions Test
Normality Test
  The One Sample Kolmogorov Smirnov (K-S) method was used in this investigation. To ensure that the regression model could be appropriately examined and evaluated, the test's goal was to confirm whether the normalcy assumption was met. If the resulting significance value is more than 0.05, the data is said to be regularly distributed.

Table 3. Normality Test Results

Sample	Kolmogorov–Smirnov Value	Sig.	Description
50	0.059	0.200	Normal

Source: Processed data, 2025

  A significance value of 0.200 was achieved from the data analysis above. This number is greater than 0.05, indicating that the research data are normally distributed.

Multicollinearity Test
  To test multicollinearity, regression analysis Tolerance and Variance Inflation Factor (VIF) values are examined. In a regression model without multicollinearity, the VIF is less than 10 and the tolerance is more than 0.10.

Table 4. Multicollinearity Test Results

Variable	Tolerance value	VIF value	Description
Non-physical work environment	0.540	1.851	Free from Multicolonialism
Job Satisfaction	0.451	2.218	Free from Multicolonialism
Work Motivation	0.466	2.145	Free from Multicolony Formation

Source: Processed data, 2025

  The investigation found that the non-physical work environment, job satisfaction, and work motivation all have VIF values below 10 and tolerance values above 0.10. This shows the regression model has no multicollinearity.

Heteroscedasticity Test
  The Glejser Test method was used to conduct the heteroscedasticity analysis. A significance value $sig > 0.05$, indicates that there is no presence of heteroscedasticity in the data.

Table 5. Heteroscedasticity Test Results

			Standardized Coefficients	T	Sig
			Beta		
(Constant)	2.414	2,739		0,881	0,383
X1	0,016	0,086	0,038	0,190	0,850
X2	0,026	0,078	0,074	0,338	0,737
X3	-0,034	0,090	-0,081	-0,376	0,708

Source: Processed data, 2025

  The variables work motivation, job satisfaction, and non-physical work environment have significant values $sig > 0.05$. It appears that the data lack heteroscedasticity.

Multiple Linear Regression Analysis
Regression equation
  The multiple linear regression approach is used to ascertain how numerous independent factors affect a single dependent variable

Table 6. Regression Equation Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	13.369	4.696	–	2.847	0.007
TOTAL X1	0.478	0.148	0.442	3.224	0.002
TOTAL X2	-0.051	0.134	-0.057	-0.380	0.705
TOTAL X3	0.431	0.154	0.415	2.809	0.007

Source: Processed data, 2025

  The multiple regression equation obtained from the table is Y = 13.369 + 0.478X1 +   -0.051X2 + 0.431X3 + e. The constant value of 13.369 indicates that employee performance is 13.369 when all independent variables non-physical work environment, job satisfaction, and work motivation are equal to zero. The coefficient for the non-physical work environment variable (X1) is 0.478, meaning that a one-unit increase in this variable will raise employee performance by 0.478 units. The job satisfaction variable (X2) has a coefficient of

–0.051, showing that a one-unit increase in job satisfaction slightly reduces employee performance by 0.051 units, although this effect is not statistically significant. Meanwhile, the coefficient for the work motivation variable (X3) is 0.431, indicating that a one-unit increase in work motivation will enhance employee performance by 0.431 units.

Correlation Coefficient Test (R)

This number is used to show how closely two variables are related to one another. State otherwise, this coefficient quantifies the degree of correlation between variables X and Y.

Tabel 7. Correlation Coefficient Test (R)

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.729[a]	0.532	0.502	3.409

a.   Predictors: (Constant), TOTAL X3, TOTAL X1, TOTAL X2

Source: Processed data, 2025

The study's R value, as indicated by the accompanying table, is 0.729, indicating a strong relationship between the three independent variables and employee performance is strong.

Test the Coefficient of Determination (R2)

This test assesses how effectively the regression model explains dependent variable variance. The coefficient of determination is 0–1.

Tabel 8. Test the Coefficient of Determination (R2)

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.729	0.532	0.502	3.409

Source: Processed data, 2025

According to the R2 value of 0.532, the non-physical work environment, job happiness, and work motivation explain 50.2% of employee performance variation. 49.8% is influenced by factors beyond this study.

Hypothesis Testing
T-test (Partial Test)

The T-test is used to test whether there are significant differences in a study.

Tabel 9. T-test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	13.369	4.696		2,847	0.007
TOTAL X1	0.478	0.148	0.442	3.224	0.002
TOTAL X2	-0.051	0.134	-0.057	-0.380	0.705
TOTAL X3	0.431	0.154	0.415	2.809	0.007

a. Dependent Variable: TOTAL Y

Source: Processed data, 2025

Based on the table above, the significance value for the non-physical work environment variable is 0.002 < 0.05 and t_{count} 3.224 > 2.013, while for work motivation it is 0.007 < 0.05 and t_{count} 2. This means that Ha is accepted and Ho is rejected, so it can be concluded that non-physical work environment and work motivation have a significant partial effect on employee performance. Meanwhile, job satisfaction has a value of 0.705 > 0.05 and t_{count} -0.380 < 2.013. This means Ha is rejected and Ho accepted. Thus, job satisfaction does not affect employee performance at PT. Eurotruk Transindo Samarinda.

F-test (Simultaneous Test)

The F-test is used to test the combined effect of all independent variables on the dependent variable to determine the level of significance.

Tabel 10. F-Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	607.898	3	202.633	17.436	.000[b]
	Residual	534.602	46	11.622		
	Total	1142.500	49			

a. Dependent Variable: TOTAL Y

b. Predictors: (Constant), TOTAL X3, TOTAL X1, TOTAL X2

Source: Processed data, 2025

At a significance level of 0.000 < 0.05, the F value of 17.436 from the data exceeds the F table value of 2.81. These data imply that job satisfaction, motivation, and the non-physical work environment greatly impact employee performance.

Discussion

The Influence of Non-Physical Work Environment on Employee Performance

Based on the results of the hypothesis test, it is known that the non-physical work environment variable (X1) has a significance value that is smaller than the α value (0.05). This can be seen from the partial test results (t-test) for hypothesis (H1), which has a p (sig) value of 0.002 < alpha 0.05 and a t value of 3.224 > t-table of 2.013. This finding proves that the first hypothesis (H1) is accepted, so it can be concluded that the non-physical work environment has a significant partial effect on the dependent variable, namely employee performance. The results of this study are in line with the Resource-Based View (RBV) theory, which states that a company's internal resources and capabilities are important factors that form the basis for achieving organizational competitiveness and performance. Conducive working conditions, leadership support, effective communication, and teamwork are shown to increase employee motivation, discipline, and productivity. These results are in line with research conducted by Sanjaya & Desty Febrian (2024) and Afriyeni (2024), which states that the non-physical work environment is an important factor in creating a comfortable and effective work atmosphere that has a positive impact on improving employee performance.

The Effect of Job Satisfaction on Employee Performance

From the outcome of the hypothesis test, it is indicated that the job satisfaction variable (X2) shows a significance level higher than the α threshold (0.05). This is evident from the partial test (t-test) results for hypothesis (H2), which has a p-value (sig) of 0.705 > alpha 0.05 and a t-value of 0.380 < t-table of 2.013. This finding proves that the second hypothesis (H2) is rejected, so it can be concluded that job satisfaction does not have a significant partial effect on the dependent variable, namely employee performance. The results of this study are not entirely in line with the Resource-Based View (RBV) theory, which states that internal resources and capabilities of a company are important factors that form the basis for achieving competitiveness and organizational performance. However, the findings of this study indicate that job satisfaction does not directly drive an increase in employee productivity. These findings are also reinforced by observations and the results of a questionnaire distributed to PT. Eurotruk Transindo employees, which stated that they were satisfied with aspects of their work such as salary, job suitability with skills, relationships with coworkers, guidance from superiors, and career development opportunities. However, this satisfaction does not automatically improve performance. Some employees indicated that they still complete their work according to procedures, but do not show initiative or extra effort to increase productivity. External factors are more dominant in influencing performance, such as workload and project targets, as well as suboptimal strategic indicators such as career paths and promotion opportunities. These conditions indicate that although job satisfaction has a positive value, it is not yet a major factor in driving employee performance improvement. The findings of this study contradict Findings from a study carried out by Lengkong et al. (2019), which states that job satisfaction has a positive and significant effect on employee performance. The difference in results is likely due to differences in context, such as organizational conditions and respondent characteristics. Conversely, the findings of this research align more closely with those of Paparang et al. (2021), which indicate that career development and salary are the main measures that encourage employees to work optimally so that they can influence performance. The differences in the research results obtained may be due to various factors such as organizational conditions, research objects, management systems, and employee priority needs at PT. Eurotruk Transindo Samarinda.

The effect of Work Motivation on Employee Performance

Based on the results of hypothesis testing, it is known that the work motivation variable (X3) has a significance value that is smaller than the α value (0.05). This is evident from the partial test (t-test) results for hypothesis (H1), which has a p-value (sig) of 0.007 < alpha 0.05 and a t-value of 3.809 > t-table of 2.013. This finding proves that the third hypothesis (H3) is accepted and H0 is rejected, so it can be concluded that work motivation has a significant partial effect on the dependent variable, namely employee performance. The results of this study are in line with the Resource-Based View (RBV) theory, which states that a company's internal resources and capabilities are important factors that form the basis for achieving competitiveness and organizational performance. These findings show that work motivation has a significant effect on employee performance, so that motivation can be categorized as a valuable, rare, difficult to imitate, and not easily replaceable internal resource. This is in line

with the RBV principle, because the company's management's ability to generate and maintain employee motivation becomes a strategic advantage that can support improved organizational performance and competitiveness. These findings are also reinforced by observations and the results of a questionnaire distributed to employees of PT. Eurotruk Transindo, which indicate that the work motivation of PT. Eurotruk Transindo employees is at a high level, as demonstrated by the fulfillment of physical needs, safety guarantees, social support, work recognition, and personal encouragement. This condition confirms that work motivation is a strategic internal resource in line with the RBV perspective, as it can support the improvement of company performance and competitiveness. The results of this study are in line with research conducted by Farhan Azfa & Solihah (2025) and Nurhalizah & Oktiani (2024), which states that work motivation plays an important role in improving employee performance. Increased motivation will encourage employees to achieve higher work performance, and ultimately contribute positively to the overall performance of the company. These findings support the research results that work motivation among employees of PT. Eurotruk Transindo Samarinda greatly influences performance, so the company needs to focus particularly on factors that have the potential to increase motivation, whether through awards, allowances, and fair incentives.

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

The findings from the hypothesis test indicate that the significance levels for the non-physical work environment, job satisfaction, and work motivation variables are all below the predetermined threshold α value (0.05). This was confirmed by the results of the F-test calculation (simultaneous), which has a calculated f-value of 17.436 > f-table 2.81 and a sig. value (0.001) < α (0.05). These findings prove that simultaneously, non-physical work environment variables, job satisfaction, and work motivation together have a significant effect on employee performance variables. Therefore, hypothesis (H4), which states that the variables of non-physical work environment, job satisfaction, and work motivation influence employee performance, is accepted. These findings align with the resource-based view (RBV) theory, which suggests that internal company resources, including human resources, are important factors in determining the competitiveness and performance of an organization. The analysis results show that the combination of non-physical work environment variables, job satisfaction, and work motivation has an effect on employee performance. This proves that these three variables are part of the company's strategic resources that can drive performance improvement. Thus, even though some variables do not have a significant effect individually, when tested simultaneously, these three variables still make a significant contribution to employee performance.

5. Conclusion

This study examines how job satisfaction, work motivation, and the non-physical work environment affect the employee performance of PT Eurotruk Transindo Samarinda. The analysis found that work motivation and the non-physical work environment significantly improve employee performance. An improved non-physical work environment and higher employee motivation lead to better employee performance. While job satisfaction does affect employee performance, its influence is not as significant as that of the other two factors. In addition, the results demonstrated that all three variables simultaneously have a significant and positive impact on employee performance. These findings support the Resource-Based View (RBV) theory, which emphasizes that internal resources, such as workplace support and motivation, are strategic elements that can provide companies with a competitive advantage. Therefore, PT Eurotruk Transindo Samarinda should continue to strengthen a conducive non-physical work environment and maintain employee motivation to ensure optimal and sustainable employee performance.

and transportation industries. The author hopes that the results of this research can be used as a reference for companies in improving employee management strategies, strengthening organizational performance, and encouraging the creation of highly competitive innovations amid an increasingly competitive market.

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