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The Effect Of Non-Physical Work Environment And Communication On Employee Performance At Pt Sari Sanwich Indonesia In South Tangerang

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ABSTRACT

This study aims to determine the influence of non-physical work environment and communication on employee performance at PT Sari Sanwich Indonesia in South Tangerang. The method used is explanatory research with analysis techniques using statistical analysis with regression, correlation, determination and hypothesis testing. The results of this study showed that the non-physical work environment had a significant effect on employee performance by 47.9%, the hypothesis test obtained t count > t table or (6.984 > 2.006). Communication had a significant effect on employee performance by 35.5%, the hypothesis test obtained t count > t table or (5.405 > 2.006). The non-physical work environment and communication simultaneously had a significant effect on employee performance with the regression equation Y = 8.757 + 0.429X1 + 0.379X2. The contribution of influence was 62.8%, the hypothesis test obtained F count > F table or (43.900 > 3.180).

Keywords: Non-Physical Work Environment, Communication, Employee Performance.

INTRODUCTION

Competition in the increasingly competitive food and beverage industry certainly presents challenges for companies to always be able to innovate in order to meet the diverse needs and desires of consumers in order to be able to attract consumers and maintain their competitive position.

PT Sari Sandwich Indonesia, better known as Subway, adopted the American fast food brand. It's a sandwich brand renowned for its healthy and delicious sandwiches. However, Subway has faced many obstacles along the way, and Subway Indonesia is no exception. In the 1990s, Subway dominated major shopping centers in Jakarta and Bali, though this was short-lived. After a brief lull in popularity, Subway is now back in business, including with a branch in Jakarta.

PT Sari Sandwich Indonesia is constantly facing competition in the fast-food market, therefore they develop strategies to counter internal and external forces. Fast food restaurants are often a mainstay for today's young generation, not just for eating but also often a place to relax and gather with colleagues, fellow students, and for other occasions such as birthday parties.

All of this requires reliable human resources to meet consumer desires and

needs, because employees are one of an organization's most valuable assets, because with the employees they have, it is hoped that they will be able to answer all existing challenges, both from within and from outside the organization, to achieve the desired organizational goals. Human resources are needed that have good qualities that are able to support company management in achieving its vision and mission well.

Performance is a crucial component in measuring a company's success. In its operations, a company must consistently improve its performance. Good performance demonstrates an increasing number of accomplishments, demonstrates optimal work quality, demonstrates self-confidence in completing all tasks and fulfills full responsibility for their duties and responsibilities. Furthermore, employees possess sufficient skills to address work-related issues, thereby enhancing the company's competitiveness. This aligns with Kusjono (2019)'s assertion that a company's success can be measured by its performance in managing its resources.

PT Sari Sandwich Indonesia assesses employee performance with the aim of evaluating the performance of the employee concerned so that it will be easier to know the abilities, skills, behaviors, strengths, and weaknesses of employees. Employee performance assessments must be carried out transparently, so that employees know that the assessment is not based on likes or dislikes but is professional. Employees also feel that the evaluation carried out can increase work enthusiasm. Every company has its own ways and methods in measuring performance and ways to improve the performance of its employees, considering that performance assessments can identify aspects that still need to be improved and which aspects need to be maintained. The results of the employee performance assessment of PT Sari Sandwich Indonesia for 2020-2024 obtained by the author are presented in the table below:

Table 1. Employee Performance Data of PT Sari Sandwich Indonesia 2020-2024

No	Indicator	Target (%)	Annual Achievement (%)				
			2020	2021	2022	2023	2024
1	Good quality work results	100%	86.2%	82.6%	85.4%	83.4%	75.4%
2	Achievement of work results according to target	100%	74.8%	70.6%	71.2%	76.3%	74.4%
3	Knowledge related to employee's field of work	100%	77.5%	77.3%	81.5%	81.4%	68.2%
4	Ability to carry out work according to work sequence	100%	81.4%	81.6%	85.5%	68.8%	68.7%
5	Responsibility for work	100%	77.3%	75.8%	81.8%	76.2%	75.8%
Average Achievement			79.4%	77.6%	81.1%	77.2%	72.5%
Criteria			Enough	Enough	Good	Enough	Enough

Source: PT Sari Sandwich Indonesia, 2025.

Based on the data in the table above, the performance is measured from several indicators, namely indicators of the quality of work results, indicators of accuracy in carrying out work, indicators of achievement of work results, aspects of

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ability related to the field of work, indicators of timeliness in completing work, indicators of accuracy or precision in carrying out every detail of the work and indicators of having a sense of responsibility in the field of work, achievements fluctuate every year.

In 2020, the performance target of 100% was only achieved at 79.4%, or within the sufficient criteria. Then, in 2021, the performance decreased from the previous year, when it was only achieved at 77.6%, or within the sufficient category.

In 2022, the achievement rate increased slightly from the previous year, reaching 81.1%, which is considered good, although not yet optimal. Furthermore, in 2023, the achievement rate decreased again from the previous year, reaching 77.2%, which is considered adequate. Furthermore, in 2024, the achievement rate decreased again from the previous year, reaching 72.5%, which is considered adequate.

One of the important roles that must be emphasized by a company in order to achieve its goals is to create a good non-physical work environment such as the perception and employees regarding their work environment that they get so that employees can provide different assessments of all aspects of their work environment. If the perception shown by employees is good, it will affect the performance of employees well because it can make employees feel more comfortable and pleasant with a good work environment, whereas if the perception shown by employees is bad, the performance of the employees will also decrease.

The non-physical work environment is more about the atmosphere of work relationships within an organization, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group. Performance will be high and automatically employee performance will also be high. The non-physical work environment includes work relationships between subordinates and superiors at the employee's workplace.

The non-physical work environment has a significant contribution in improving performance in an organization because having a good non-physical work environment will lead to several aspects including management, organizational structure, and job descriptions. A satisfactory non-physical environment. This is in accordance with what Suryani (2019) said that in working, a non-physical work environment is very supportive to provide employee comfort, a non-physical work environment is one of the important things in increasing employee work effectiveness.

A good non-physical work environment will positively impact performance, but conversely, a poor non-physical work environment will also negatively impact performance. Clearly, the work environment must be continually improved to create a positive non-physical work environment, enabling employees to perform optimally. This includes establishing good relationships between superiors and subordinates, and vice versa, so that everyone plays a role in improving performance.

Another factor the author suspects is the lack of optimal communication. Communication is a crucial part of any company. Organizational communication is defined as the reciprocal exchange of information and ideas among members of the organization to achieve established goals. Communication is established to foster a shared understanding between employees and superiors, enabling effective collaboration.

Communication should use language that is easy to understand.

Communication plays a crucial role when humans want to interact with other humans and continues to develop into a very modern and sophisticated form of communication. The development and importance of communication today is evidenced by the increasingly sophisticated communication devices that have become relatively widespread in all levels of society. Communication within this institution is still considered less than optimal due to the frequent occurrence of work errors caused by miscommunication.

Through good communication, an institution can operate as expected, and conversely, without it, it will be difficult for an institution to operate as expected. In achieving goals, there are several factors that must be considered, one of which is ineffective communication, which often leads to misinterpretations and suboptimal performance.

Communication plays a role in helping employees achieve company goals, as well as implementing and coordinating organizational activities, which plays a role in almost all relevant organizational actions. If communication within an institution is not functioning as effectively as it should, the institution will not function as effectively as it should. Therefore, communication is a crucial factor in ensuring an institution's success in achieving its goals.

This aligns with Azwina's (2020) statement that organizational communication occurs not only between employees but also between sections within the organizational structure, both horizontally and vertically. Vertical communication occurs between leaders and their subordinates.

The above conditions must be immediately corrected so that the delivery of work-related orders can be built well so thatEmployees are able to carry out their duties effectively and provide feedback on company policies. Communication can improve work management. It's also important to build more effective communication.in implementing policies made by management so that the set performance will be achieved.

LITERATURE REVIEW

1. Non-Physical Work Environment

According toSedarmayanti (2021:21) states that "a non-physical work environment is where all circumstances that occur are related to work relationships, both with superiors and relationships with fellow coworkers or relationships with subordinates." The indicators used include: Work structure, Relationships between superiors and subordinates, Cooperation between employees, Attention and support from leaders, Cooperation between sections in the work.

2. Communication

According toHutapea and Nuriana (2020:28) define communication as the process of transferring understanding in the form of ideas or communication from one person to another. This transfer of understanding involves more than just the words used in conversation, but also facial expressions, intonation, vowel breaks, and so on. The indicators used include: Knowledge, Understanding of information, Skills, Attitudes, and Creative Ability.

3. Employee performance

According toMangkunegara (2020:75) argues that "employee performance is

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the result of a person's work which is measured by the quality of work and quantity of work achieved by an employee who is carried out on time in carrying out his duties responsibly according to the tasks assigned to him." The indicators used include: Quality of work, Quantity of work, Work knowledge, Implementation of work tasks, Job responsibilities.

4. Research Model

According to Sugiyono (2019), "A research model is a synthesis that reflects the relationship between the variables studied and is a guide to solving research problems and formulating hypotheses in the form of a flowchart equipped with qualitative explanations." In this study, the research model created is as follows:

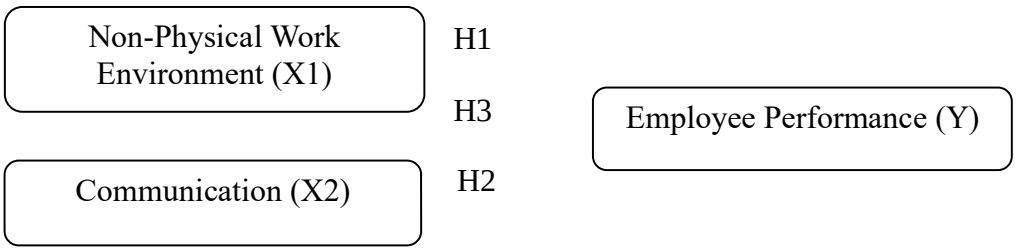


Figure 1. Research Model Paradigm

5. Research Hypothesis

According to Sugiyono (2019:63), "a hypothesis is a temporary answer to the formulation of a research problem, where the problem formulation is stated in a statement." Thus, the hypothesis that the researcher proposes is as follows:

H1: It is suspected that there is an influence significant non-physical work environment on employee performance at PT Sari Sanwich Indonesia in South Tangerang.

H2: It is suspected that there is an influence significant impact of communication on employee performance at PT Sari Sanwich Indonesia in South Tangerang.

H3: It is suspected that there is an influence significant non-physical work environment and communication simultaneously on employee performance at PT Sari Sanwich Indonesia in South Tangerang.

RESEARCH METHODS

The research conducted in this study utilizes a quantitative approach, which is grounded in the philosophy of positivism, as outlined by Sugiyono (2019). This methodology is employed to test predetermined hypotheses through the collection of numerical data from specific populations or samples using established instruments. In the context of this study, both descriptive and verification approaches are applied to investigate the relationship between various variables. Descriptive research helps provide a clear picture of the data by describing characteristics or trends, while verification aims to test hypotheses and confirm relationships among variables.

The population of the study consists of 55 employees from PT Sari Sandwich Indonesia, located in South Tangerang. Sugiyono (2019) defines a population as the entire group of subjects or objects that share specific characteristics that are relevant to the research. In this case, the population represents individuals within the company who meet the criteria set by the researcher. The sampling technique used is saturated

sampling, meaning that all individuals in the population are included in the study as respondents, resulting in a sample size of 55.

To ensure the validity and reliability of the data, several data analysis techniques are employed. The first step involves conducting instrument tests, including validity and reliability assessments. Validity tests, as explained by Sugiyono (2019), ensure that the data collected accurately reflects the intended measurements. Instruments are considered valid if the significance value from the test is less than 0.05. Reliability tests, on the other hand, assess the consistency of the measurement instruments. If the Cronbach's Alpha value exceeds 0.600, the instrument is deemed reliable.

Classical assumption tests are also carried out to evaluate the robustness of the regression model used in the study. These tests assess whether the model meets fundamental assumptions such as normality, multicollinearity, autocorrelation, and heteroscedasticity. The normality test, conducted using the Kolmogorov-Smirnov test, checks whether the data follows a normal distribution. Multicollinearity tests examine the correlation between independent variables, and the autocorrelation test ensures there is no correlation between residual errors across periods. Finally, the heteroscedasticity test examines whether the variance of residuals is constant across observations.

The study employs statistical techniques such as multiple linear regression, correlation coefficients, and the coefficient of determination. Linear regression analysis allows the researcher to predict changes in the dependent variable based on changes in the independent variables, while the correlation coefficient helps measure the strength of the relationship between variables. The coefficient of determination indicates the extent to which the independent variables explain the variation in the dependent variable. Hypothesis testing, through the t-test and F-test, helps determine whether the proposed hypotheses should be accepted or rejected based on the data analysis results.

RESULT

1. Instrument Test

(a) From the test results, all questionnaire items for non-physical work environment variables obtained a 2-tailed significance value of 0.000 < 0.05, thus the instrument is valid.

(b) From the test results, all communication variable questionnaire items obtained a 2-tailed significance value of 0.000 < 0.05, thus the instrument is valid.

(c) From the test results, all items of the employee performance variable questionnaire obtained a 2-tailed significance value of 0.000 < 0.05, thus the instrument is valid.

(d) From the results of the reliability test, the following results were obtained:

Table 2. ResultsReliability Testing

Variables	*Cronbach's Alpha*	Alpha Critical Standard	Information
Non-Physical Work Environment (X1)	0.763	0.600	Reliable
Communication (X2)	0.623	0.600	Reliable

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Employee Performance (Y)	0.692	0.600	Reliable

Based on the test results above, all non-physical work environment variables (X1) and communication (X2) obtained a Cronbach alpha value greater than 0.600. Thus, it is declared reliable.

2. Classical Assumption Test

a. Normality Test

The results of the normality test using the Kolmogorov-Smirnov Test tool are as follows:

Table 3. Results of the Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		55
Normal Parametersa,b	Mean	.0000000
	Standard Deviation	2.11288632
Most Extreme Differences	Absolute	.079
	Positive	.079
	Negative	-.051
Test Statistics		.079
Asymp. Sig. (2-tailed)		.200c,d

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on the test results in the table above, a significance value of 0.200 was obtained, which is greater than the value of α = 0.050 or (0.200 > 0.050). Thus, the distribution assumption of the equation in this test is normal.

b. Multicollinearity Test

The multicollinearity test was conducted by examining the Tolerance Value and Variance Inflation Factor (VIF). The test results are as follows:

Table 4. Results of Multicollinearity Test with Collinearity Statistics.

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	8,757	3,234		2,708	.009		
	Non-Physical Work Environment (X1)	.429	.069	.555	6.175	.000	.887	1,128

	Communication (X2)	.379	.083	.410	4,561	.000	.887	1,128

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the tolerance value of each independent variable is 0.887 < 1.0 and the Variance Inflation Factor (VIF) value is 1.128 < 10, thus this regression model does not experience multicollinearity.

c. Autocorrelation Test

Testing was conducted using the Darbin-Watson tester (DW test). The test results are as follows:

Table 5. Autocorrelation Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.792a	.628	.614	2,153	1,713

a. Predictors: (Constant), Communication (X2), Non-Physical Work Environment (X1)

b. Dependent Variable: Employee Performance (Y)

The test results in the table above obtained a Durbin-Watson value of 1.713, which is between the interval 1.550 – 2.460. Thus, the regression model is declared to have no autocorrelation interference.

d. Heteroscedasticity Test

Testing was conducted using the Glejser Test Model. The test results are as follows:

Table 6. Results of Heteroscedasticity Test with Glejser Test Model

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.167	1,774		.094	.925
	Non-Physical Work Environment (X1)	.062	.038	.234	1,629	.109
	Communication (X2)	-.019	.046	-.060	-.418	.678

a. Dependent Variable: RES2

The test results using the Glejser test obtained a Sig. value > 0.05. Thus, the regression model does not have heteroscedasticity interference.

3. Descriptive Analysis

This test was used to determine the minimum and maximum scores, mean score, and standard deviation of each variable. The results are as follows:

Table 7. Results of Descriptive Statistics Analysis

Descriptive Statistics

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	N	Minimum	Maximum	Mean	Standard Deviation
Non-Physical Work Environment (X1)	55	28	46	36.36	4,482
Communication (X2)	55	29	44	36.36	3,743
Employee Performance (Y)	55	30	47	38.13	3,464
Valid N (listwise)	55				

The non-physical work environment obtained a minimum variance of 28 and a maximum variance of 46 with a mean score of 36.36 with a standard deviation of 4.482. Communication obtained a minimum variance of 29 and a maximum variance of 44 with a mean score of 36.36 with a standard deviation of 3.743. And employee performance obtained a minimum variance of 30 and a maximum variance of 47 with a mean score of 38.13 with a standard deviation of 3.464.

4. Quantitative Analysis.

This analysis aims to determine the influence of the independent variable on the dependent variable. The test results are as follows:

a. Multiple Linear Regression Analysis

The results of the multiple linear regression test are as follows:

Table 8. Multiple Linear Regression Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	8,757	3,234		2,708	.009
	Non-Physical Work Environment (X1)	.429	.069	.555	6.175	.000
	Communication (X2)	.379	.083	.410	4,561	.000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the regression equation Y = 8.757 + 0.429X1 + 0.379X2 is obtained. This equation is explained as follows:

1) The constant of 8.757 means that if there is no non-physical work environment and communication, then there is an employee performance value of 8.757 points.
2) The regression coefficient of the non-physical work environment is 0.429, this figure is positive, meaning that every time there is an increase in the non-physical work environment of 0.429, employee performance will also increase by 0.429 points.
3) The communication regression coefficient is 0.379, this figure is positive, meaning that every time there is an increase in communication of 0.379, employee performance will also increase by 0.379 points.

b. Correlation Coefficient Analysis

The results of the correlation coefficient test are as follows:

Table 9. Results of Testing the Correlation Coefficient of Non-Physical Work Environment on Employee Performance.

Correlationsb

		Non-Physical Work Environment (X1)	Employee Performance (Y)
Non-Physical Work Environment (X1)	Pearson Correlation	1	.692**
	Sig. (2-tailed)		.000
Employee Performance (Y)	Pearson Correlation	.692**	1
	Sig. (2-tailed)	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N=55

Based on the test results, a correlation value of 0.692 was obtained, meaning that the non-physical work environment has a strong relationship with employee performance.

Table 10. Results of Testing the Correlation Coefficient of Communication on Employee Performance.

Correlationsb

		Communication (X2)	Employee Performance (Y)
Communication (X2)	Pearson Correlation	1	.596**
	Sig. (2-tailed)		.000
Employee Performance (Y)	Pearson Correlation	.596**	1
	Sig. (2-tailed)	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N=55

Based on the test results, a correlation value of 0.596 was obtained, meaning that communication has a moderate relationship with employee performance.

Table 11. Results of simultaneous testing of the correlation coefficient of non-physical work environment and communication on employee performance.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.792a	.628	.614	2,153

a. Predictors: (Constant), Communication (X2), Non-Physical Work Environment (X1)

Based on the test results, a correlation value of 0.792 was obtained, meaning that the non-physical work environment and communication simultaneously have a strong relationship with employee performance.

c. Analysis of the Coefficient of Determination

The results of the coefficient of determination test are as follows:

Table 12. Results of Testing the Determination Coefficient of Non-Physical Work Environment on Employee Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.692a	.479	.469	2,523

a. Predictors: (Constant), Non-Physical Work Environment (X1)

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a. Predictors: (Constant), Non-Physical Work Environment (X1)

Based on the test results, a determination value of 0.479 was obtained, meaning that the non-physical work environment has a 47.9% contribution to employee performance.

Table 13. Results of Testing the Determination Coefficient of Communication on Employee Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.596a	.355	.343	2,808

a. Predictors: (Constant), Communication (X2)

Based on the test results, a determination value of 0.355 was obtained, meaning that communication has a 35.5% contribution to employee performance.

Table 14. Test Results of the Determination Coefficient of Non-Physical Work Environment and Communication on Employee Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.792a	.628	.614	2,153

a. Predictors: (Constant), Communication (X2), Non-Physical Work Environment (X1)

Based on the test results, a determination value of 0.628 was obtained, meaning that the non-physical work environment and communication simultaneously contributed 62.8% to employee performance, while the remaining 37.2% was influenced by other factors.

d. Hypothesis Testing

Partial Hypothesis Test (t-Test)

Hypothesis testing with the t-test is used to determine which partial hypothesis is accepted.

First hypothesis: There is a significant influence of the non-physical work environment on employee performance.

Second hypothesis: There is a significant influence of communication on employee performance.

Table 15. Results of Hypothesis Testing of Non-Physical Work Environment on Employee Performance.

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	18,669	2,807		6,651	.000

	Non-Physical Work Environment (X1)	.535	.077	.692	6,984	.000

a. Dependent Variable: Employee Performance (Y)
a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the calculated t value was obtained > t table or (6.984 > 2.006), thus the first hypothesis proposed that there is a significant influence between the non-physical work environment and employee performance is accepted.

Table 16. Results of the Communication Hypothesis Test on Employee Performance.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	18,067	3,731		4,843	.000
	Communication (X2)	.552	.102	.596	5,405	.000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the calculated t value was obtained > t table or (5.405 > 2.006), thus the second hypothesis proposed that there is a significant influence between communication and employee performance is accepted.

Simultaneous Hypothesis Test (F Test)

Hypothesis testing with the F test is used to determine which simultaneous hypothesis is accepted.

Third hypothesis: There is a significant influence between the non-physical work environment and communication on employee performance.

Table 17. Results of Hypothesis Testing of Non-Physical Work Environment and Communication on Employee Performance.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	407,038	2	203,519	43,900	.000b
	Residual	241,072	52	4,636		
	Total	648,109	54			

a. Dependent Variable: Employee Performance (Y)
b. Predictors: (Constant), Communication (X2), Non-Physical Work Environment (X1)

Based on the test results in the table above, the calculated F value > F table or (43.900 > 3.180) was obtained, thus the third hypothesis proposed that there is a significant influence between the non-physical work environment and communication on employee performance is accepted.

DISCUSSION

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1. **The Influence of Non-Physical Work Environment on Employee Performance**

   The analysis results showed that the non-physical work environment variable significantly influences employee performance, with a correlation value of 0.692, meaning the two variables have a strong relationship with a contribution of 47.9%. Hypothesis testing obtained a calculated t value > t table, or (6.984 > 2.006). Thus, the first hypothesis proposed that there is a significant influence between the non-physical work environment and employee performance is accepted.

2. **The Influence of Communication on Employee Performance**

   The analysis results showed that the communication variable significantly influences employee performance, with a correlation value of 0.596, meaning the two variables have a moderate relationship with a contribution of 35.5%. Hypothesis testing showed that the calculated t value was greater than the table t value, or (5.405 > 2.006). Therefore, the second hypothesis proposed that there is a significant influence between communication and employee performance is accepted.

3. **The Influence of Non-Physical Work Environment and Communication on Employee Performance**

   From the analysis results obtained non-physical work environment variables and communication have a significant effect on employee performance with the regression equation Y = 8.757 + 0.429X1 + 0.379X2, the correlation value of 0.792 means that the two variables have a strong relationship with an influence contribution of 62.8% while the remaining 37.2% is influenced by other factors. Hypothesis testing obtained F count value > F table or (43.900 > 3.180). Thus the third hypothesis proposed that there is a significant influence between the non-physical work environment and communication on employee performance is accepted.

CONCLUSION

The study concludes that the non-physical work environment has a significant impact on employee performance, with a strong correlation of 0.692, representing a 47.9% contribution. This relationship was validated through hypothesis testing, where the calculated t-value (6.984) was greater than the t-table value (2.006), confirming the significant influence of the non-physical work environment on employee performance at PT Sari Sandwich Indonesia in South Tangerang. Additionally, communication was found to significantly influence employee performance, with a moderate correlation of 0.596 and a contribution of 35.5%. Hypothesis testing again showed that the calculated t-value (5.405) exceeded the t-table value (2.006), indicating that effective communication plays an important role in enhancing employee performance at the company. Furthermore, when both the non-physical work environment and communication were considered together, they demonstrated a significant combined effect on employee performance, with a correlation value of 0.792, reflecting a strong relationship and a 62.8% contribution to performance outcomes. The hypothesis test confirmed this with a calculated F-value of 43.900, which was greater than the F-table value of 3.180, signifying a significant simultaneous influence of both factors on employee performance at PT Sari Sandwich Indonesia in South Tangerang.

In light of these findings, several suggestions can be made to improve both the work environment and employee performance. To enhance the non-physical work environment, the company is encouraged to provide clear job descriptions for employees. This clarity can help improve coordination and collaboration among colleagues, fostering a more efficient and supportive work atmosphere. Regarding communication, it is recommended that the company ensure employees are placed in roles that align with their areas of expertise, as this will allow them to communicate their skills and capabilities more effectively. Finally, to further improve employee performance, the company should regularly assess and evaluate performance achievements. Providing targeted training for employees who have not met performance expectations can help them enhance their skills, which in turn would contribute to overall organizational success

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