

## The Effect of Work Relationships and Work Environment on Employee Performance at Pt. Karya Kasih Sentosa

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### ABSTRACT

Research at PT Karya Kasih Sentosa aims to analyze the effect of work relationships and work environment on employee performance, both in the office and the field. Using an associative quantitative approach, this research was conducted from March to May 2023 by collecting data through questionnaires filled out by 30 respondents. The analysis shows that the variables of work relationship (X1) and work environment (X2) each have a positive and significant influence on employee performance, with t-count values of 5.430 and 2.343, both of which are greater than the t-table of 1.703. The simultaneous regression results state that the equation of the influence of the two variables is  $Y = 1.086 + 0.663 X1 + 0.269 X2$ , with an F-count value of 46.873 which is greater than the F-table of 3.37. The coefficient of determination of 0.776 shows that work relations and the work environment together affect employee performance by 77.6%.

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## **INTRODUCTION**

The increase in the economy in the global era of the industrial world shows bright prospects for every company that is able to compete with other companies in the same industrial sector, both goods and services. Companies definitely want to get maximum profit from their business activities. This makes companies have to be able to adapt to change. Changes can occur directly or indirectly will affect employee performance and also the condition of the company. The work environment will affect employee performance or work achievement, this is very important for companies, both internal and external environments because it affects the company to achieve its goals (Wibowo, 2017)

Quality employee resources have a strong commitment to complete their tasks, principals and functions according to their respective responsibilities more efficiently, effectively and productively. Improving the quality of human resources must be directed to both of these things, so that human resource management is increasingly important to form qualified human resources so that they are able to contribute to the development and progress of the company.

Companies must strive to improve the quality of employee resources by creating good relationships between individuals and the company, with good career advancement for employees that will be enjoyable for employees. Efforts to make employees more committed to the organization will increase work motivation to achieve organizational goals.

Human resources are the main key that must be considered with all needs. The success of the company in organizing and empowering can increase income or profit so that the company can survive in its competition. Human resources have significant quality to the performance of employees in the company. The quality of human resources is a combination of physical abilities and non-physical abilities possessed by an individual so that they are able to work, be creative, have potential so as to create performance within the company organization to achieve goals and objectives.

The working relationship within the organization has the purpose of creating ease and smoothness in the implementation of each individual's work tasks and there must be awareness in each individual or other unit, as well as the emergence of a spirit of mutual assistance. Good working relationships and working environment to achieve company goals. To create a harmonious working environment, of course, cannot be created by one or some employees, but harmony in working relationships requires solidarity starting from the leadership level to the staff level so that it will improve the work performance of each employee, from the 3 descriptions above it can be seen how important working relationships and work environments are in improving employee performance.

The work environment is a factor that must be considered because it is closely related to the level of employee work enthusiasm, so if the work environment is good, it will increase high work enthusiasm, which will improve employee performance (Griffin, 2015). PT. Karya Kasih Sentosa is a

service company engaged in the procurement of goods and services is a business of procuring goods and services needed by the company which includes: procurement of goods, construction services, consulting services and other services. Consumers/users are the company's work units that utilize the goods/services that are procured.

In order to be realized properly, PT. Karya Kasih Sentosa must have a good working relationship and work environment. According to the first explanation given to PT. Karya Kasih Sentosa employees, the working environment and relationships still need to be improved. This is evident in the working relationship, where some employees are still grouped together, less harmonious, and do not understand one another. Coordination is also less smooth, and there are still individuals working in the warehouse. Additionally, some employees are still unable to use the crane, and only senior employees are permitted to use the crane to move goods. The frequent delays in finishing tasks, which lead to poor employee performance, are indicative of low employee performance achievement. The researcher will talk about how work and the workplace environment affect employee performance based on the preceding description.

## **THEORETICAL REVIEW**

Since human resources are valuable assets that are essential to the execution of all agency functions and activities, they must be effectively managed with the aid of human resource management (HRM). The following is what experts define as human resource management:

Handoko (2014) claimed that while human resource management is an activity done to enhance, develop, and maintain human resources in the environment, it is also about the selection, development, maintenance, and utilization of human resources to accomplish individual and organizational goals.

According to Hasibuan (2017), human resource management is the science and art of managing relationships and roles of the workforce in an active and effective way to help companies, employees and the community achieve their goals. According to Mangkunegara (2015) human resource management is the management and use of resources that exist among people. Leadership and commitment are developed optimally in work life to achieve organizational goals and individual employee development.

An employment relationship is one that is founded on an employment agreement that specifies duties, pay, and guidelines between an employer and employee. Imam Soepomo, a labor law expert, defines an employment relationship as one in which the employer and employee express their respective positions regarding the rights and obligations of the employer to the employee and the employee to the employer. (Grace Vina, 2016: 5).

The work environment is the tools and materials needed by a person to work both individually and in groups (Sedarmayanti, 2017). A good work environment will make employees feel safe and work optimally. The condition of the work environment is considered good if employees can carry out their

work optimally, healthily, safely, and comfortably. A bad work environment requires more energy, time and damages effective work system planning.

Employee performance is very important for the progress of the company, the higher the employee performance, the easier it will be to achieve the company's goals (Kusjono & Ratnasari, 2019). Arifin et al (2019) argue that employee performance is the work results that have been achieved by a group of employees in accordance with the tasks and obligations they carry out. The work process that is in accordance with the employee's ability to achieve success according to goals is the definition of employee performance (Saripuddin & Handayani, 2017). Rachmawati (2017) argues that performance is employee behaviour as work achievements that are in accordance with their roles in an organization.

It can be concluded that the definition of performance is the work results of individuals or groups in an organization that are carried out in accordance with the provisions that have been set to achieve goals.

## METHODOLOGY

The type of research in this study is quantitative. with an associative approach that aims to determine the relationship between two or more variables. The type of research data is in the form of quantitative data reports. The data used is primary data. Operationalization of Research Variables (OVP) as follows:

1. Research Variables
  - a. Work Relationship. Work relationship is a work bond or emotional bond between employees and the company to bind themselves to each other in a work unit and completing it has become an employee's responsibility so that a work relationship is established with a mutually beneficial work bond.
  - b. The work environment is physical and non-physical factors, as well as facilities and infrastructure or work methods that can support the implementation of workers' work tasks.
  - c. Employee performance is the result of individual or group work in accordance with the provisions set by the organization to achieve goals.
2. The variable indicators in this study consist of dependent variables and independent variables. The dependent variable is employee performance. The independent variables are work relationships and work environment.

The definition of each variable is in Table 3.1. which contains the operational definition of the variable, indicators, statement items and measurement scale 3. Scale The measurement scale used to state the respondents' responses to each instrument is by using a Likert scale with 5 alternative answers. The order of the assessment scale for each variable indicator item is as follows: a. Positive Questions Strongly Agree (SS): Score 5 Agree (S): Score 4 Neutral (N): Score 3 Disagree (TS): Score 2 Strongly Disagree (STS): Score 1 b. Negative Questions Strongly Agree (SS): Score 1 Agree (S): Score 2 Neutral (N): Score 3 Disagree (TS): Score 4 Strongly Disagree (STS): Score 5

**Data Collection Methods** Data collection methods are methods used to obtain the information needed for research. The data collection methods used in this method are:

1. Library research is conducted by reading books, journals, articles, previous research results and internet access that are relevant to this research.
2. Field Research The research is as follows:
  - a Field Observation to observe activities related to the research.
  - b Questionnaire by distributing closed questionnaires to respondents, namely employees of PT. Karya Kasih Sentosa.

## RESULTS

Respondents based on gender can provide differences in a person's behaviour, which can often be a differentiator in the activities carried out by individuals. Based on figure 1 shows that respondents when viewed by gender are dominated by male employees as many as 19 respondents (63%) because their field of work is related to the field. However, there are 11 respondents (37%) female employees in PT. Karya Kasih Sentosa which in general female employees are more allocated for company administration positions.



**Figure 1. Distribution of Data by Gender**  
Source: Researcher from Primary Data. 2024.

**Respondent Characteristics Based on Last Education Presentation** of respondent data based on education is as shown in Figure 2 below:



**Figure 2. Data Distribution Based on Last Education**  
Source: Researcher from Primary Data. 2024.

Figure 2 shows that the largest number of respondents in the respondent group had a bachelor's degree, namely 26 respondents or 87% of the total number of respondents. Then respondents with high school education were 4

employees (13.3%). It can be concluded that more respondents have a bachelor's degree because this field really needs workers who have qualified skills.

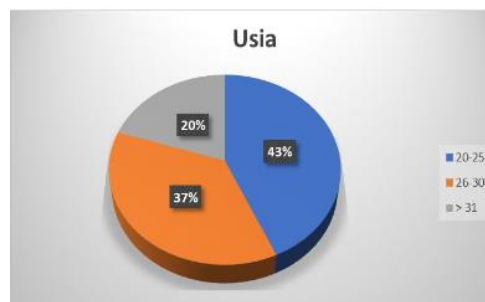
Respondent Characteristics Based on Length of Service in a Company as a condition that reflects a person's loyalty to their job. Presentation of data from 35 respondents based on education as seen in Figure 3 below:



**Figure 3. Data Distribution Based on Length of Service**  
Source: Researcher from Primary Data. 2024.

Based on Figure 3, the average length of service of respondents who worked for less than 1 year was 4 employees or 13.3%, respondents who worked for 2-3 years were 18 employees or 60% and employees who had worked for more than 4 years consisted of 8 respondents with a percentage of 26.7%. It can be said that more respondents have a working period of 2-3 years because this field requires workers who have high loyalty to the company.

Based on Figure 4, the characteristics that the majority of respondents are aged 20-25 years with a percentage of (43.3%) out of 13 people. Respondents aged 26-30 years amounted to 11 employees (36.7%) and respondents aged over 31 years consisted of only 6 employees (20.0%). It was concluded that the respondents of this study were dominated by the age of 20-25 years, the majority of respondents were of productive age to do work. PT. Karya Kasih Sentosa needs employees who are active and agile in working because they are dealing with field work.



**Figure 4. Data Distribution by Age**  
Source: Researcher from Primary Data. 2024.

## DISCUSSION

The results of the study are based on questionnaires that have been distributed to employees of PT. Karya Kasih Sentosa. The questionnaires that the author distributed were 30 questionnaires that the author distributed to

employees of PT. Karya Kasih Sentosa. Through the questionnaire that the author has distributed to respondents, the author submitted 15 indicators (statements) which consist of 3 variables. First, there is the variable of Work Relationship (X1) with 5 indicators (statements). Then second, there is the variable of Work Environment (X2) with 5 indicators (statements), and the third is Work Performance (Y) with 5 indicators (statements).

Table 1. Likert Scale

Penilaian	Nilai/Bobot
Sangat Setuju (SS)	5
Setuju (S)	4
Netral (N)	3
Tidak Setuju (TS)	2
Sangat Tidak Setuju (STS)	1

Source: Data Processed by Researchers. 2024.

Recapitulation Results of Employment Relations In Table 2 below, we can see the scale of answer values from 5 indicators (statements) that have been filled in by respondents regarding the Employment Relations variable (X1) as follows: we can see the scale of answer values from 5 items (statements) that have been filled in by 30 respondents regarding the Employment Relations variable (X1) as follows:

Table 2. Employment Relationship Value Scale

No	Pernyataan	SS	S	N	TS	STS	N	Bobot	Rata-Rata
1	Hubungan kerja anda dengan atasan terjalin baik	6	17	4	2	1	30	115	3,8
2	Hubungan kerja anda dengan bawahan terjalin baik	4	18	6	1	1	30	113	3,7
3	Hubungan anda dengan satu divisi terjalin baik	1	18	10	1	0	30	109	3,6
4	Hubungan anda dengan rekan divisi yang berbeda terjalin baik	3	19	6	2	0	30	113	3,7
5	Komunikasi anda dengan seluruh pegawai di perusahaan ini sangat baik dan komunikatif	7	13	8	2	0	30	115	3,8

Source: Data Processed by Researchers. 2024.

The answers from more than 30 respondents are dominated by the answer Agree of Work Relationship (X1). Percentage value of the work relationship variable, there is a low value in statement number 3 which is Your relationship with one division with a value of 3.6. Highest value is in statements number 1 and 5 Your work relationship with your superiors and Your communication with all employees in this company with an average value of 3.8. Average value of the work relationship at PT. Karya Kasih Sentosa with 5 statement items averaged 3.72 employees are classified as agreeing so that it is very necessary to maintain and maintain the work relationship between employees that has been established so far in the company.

Results of the Work Environment Recapitulation In Table 3 below, we can see the scale of the answer values from the 5 indicators (statements) that have

been filled in by 30 respondents regarding the Work Environment variable (X2) as follows: In Table 3 below, we can see the scale of the answer values from the 5 items (statements) that have been filled in by 30 respondents regarding the Work Environment variable (X2) as follows:

Table 3. Work Environment Value Scale

No	Pernyataan	SS	S	N	TS	STS	N	Bobot	Rata-Rata
1	Lingkungan kerja di perusahaan ini secara keseluruhan sangat baik	12	9	6	3	0	30	120	4,0
2	Fasilitas yang sudah di sediakan di perusahaan ini sudah lengkap	9	13	5	2	1	30	117	3,9
3	Keamanan di perusahaan ini baik	10	14	4	2	0	30	122	4,0
4	Kebersihan di perusahaan ini terjaga baik	12	11	5	1	1	30	122	4,0
5	Kenyamanan bekerja di perusahaan ini terjalin baik	16	10	3	1	0	30	131	4,3

Source: Data Processed by Researchers. 2024.

Table 3 shows that 30 respondents dominated by the answer Strongly Agree on work environment variable (X2). Average value of the work environment has a low value on question number 2, namely Facilities that have been provided in this company with an average value of 3.9. While the highest value is in number 5 with the question "In your opinion, how comfortable is it to work in this company" with an average value of 4.3. The average value of the work environment at PT. Karya Kasih Sentosa, with 5 questions is 4.04 respondents are classified as strongly agree necessary to maintain a work environment that can increase employee productivity so that company goals can be achieved.

In Table 4 below, we can see the scale of the answer values from the 5 indicators (statements) that have been filled in by 30 respondents regarding the Work Environment variable (X2) as follows: In Table 4 below, we can see the scale of the answer values from the 5 items (statements) that have been filled in by 30 respondents regarding the Employee Performance variable (Y) as follows:

Table 4. Employee Performance Rating Scale

No	Pernyataan	SS	S	N	TS	STS	N	Bobot	Rata-Rata
1	Terjalin hubungan baik antar karyawan	6	15	7	1	1	30	114	3,8
2	Sudah Memberikan gaji pegawai sesuai UU Kementrian Ketenagakerjaan	3	19	6	2	0	30	113	3,7
3	Sudah Memberikan fasilitas kepada pegawai (BPJS / Jaminan /Asuransi)	7	14	6	3	0	30	115	3,8
4	jumlah SDM di setiap divisi / departemen perusahaan sudah memumpuni	5	18	4	2	1	30	114	3,8
5	Ketentuan jam operasional kerja sudah sesuai dan standar UU Kementrian Ketenagakerjaan	7	16	3	4	0	30	116	3,8

Source: Data Processed by Researchers. 2024.

The average value of Employee Performance at PT. Karya Kasih Sentosa, with 5 statement items, the average of 3.78 is classified as good, it is very necessary to be maintained and maintained by the company so that employees can always improve their performance to the maximum.

Instrument Validity Test is used to show the accuracy of the measuring instrument. Validity testing uses Pearson Correlation, where the statement item is said to be valid if  $R_{count} \geq R_{table}$ .

Table 5. Validity Test of Employment Relationship X1

<b>Pernyataan</b>	<b>R hitung</b>	<b>R tabel</b>	<b>Keterangan</b>
1	0.837	0.361	Valid
2	0.811	0.361	Valid
3	0.845	0.361	Valid
4	0.709	0.361	Valid
5	0.836	0.361	Valid

Source: Data Processed by Researchers. 2024.

The Employment Relationship variable are valid, because all calculated R values were more than the R table, namely 0.361.

Based on Table 6, the Work Environment variable are valid, because R values are greater than the R table value, namely 0.361.

Table 6. Work Environment Validity Test

<b>Pertanyaan</b>	<b>R hitung</b>	<b>R tabel</b>	<b>Keterangan</b>
1	0.674	0.361	Valid
2	0.784	0.361	Valid
3	0.838	0.361	Valid
4	0.599	0.361	Valid
5	0.794	0.361	Valid

Source: Data Processed by Researchers. 2024.

Based on Table 7 the Employee Performance variable are declared Valid, because R values are greater than the R table value, which is 0.361.

Table 7. Work Environment Validity Test

<b>Pertanyaan</b>	<b>R hitung</b>	<b>R tabel</b>	<b>Keterangan</b>
1	0.771	0.361	Valid
2	0.748	0.361	Valid
3	0.723	0.361	Valid
4	0.783	0.361	Valid
5	0.658	0.361	Valid

Source: Data Processed by Researchers. 2024.

From the results of the tables above, the influence of work relationships on employee performance is:

1. Simple Regression Analysis

The results of regression testing using a data processing application program are as follows: Based on Table 4.11 above, it shows a constant value of 2.973 and a regression coefficient of the work relationship variable of 0.855. The regression equation can be expressed in the following regression equation:  $Y = 2.973 + 0.855 X_1$  Description: Y = Employee Performance  $X_1$  = Work Relationship, it provides an understanding that:

- a. The influence of the work relationship variable ( $X_1$ ) is positive on Employee Performance (Y)
- b. The variable of Work Relationship ( $X_1$ ) is 0.855. The regression equation has a positive value, meaning that the value of Work Relationship ( $X_1$ ) increases by 1, then it will also increase the value of Employee Performance (Y).

2. Correlation Analysis

Aims to determine relationship or level of closeness of variables considered as control variables to independent variables. The results of the correlation analysis of work relationship variable ( $X_1$ ) to employee performance at PT. Karya Kasih Sentosa (Y) are:

Table 8. Correlation Test Results  $X_1$  Against Y

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 <sup>a</sup>	.731	.721	1.720

Source: Data Processed by Researchers. 2024.

The results show a correlation coefficient that the correlation value of the work relationship variable to employee performance is 0.855. Based on the table, the value in the correlation category is very strong, which means that the level of relationship between work relationships and Employee Performance is very strong.

3. Model Suitability Analysis

The model suitability analysis provides information about how good the regression model is obtained. Whether it is suitable for use or not to be able to predict the dependent variable. Model suitability analysis value is obtained as follows:

$$KP = R^2 \times 100\%$$

$$KP = 0.731 \times 100\% = 73.1\%$$

Table 9. Model Suitability Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 <sup>a</sup>	.731	.721	1.720

Source: Data Processed by Researchers. 2024.

The Adjusted R Square value is 0.721 and the R Square value is 0.731. This shows the model suitability value of 73.1% so that the Work Relationship variable has an effect on the Employee Performance variable. 73.1% Work Relationships affect Employee Performance.

T-test is used to determine whether there is a difference between the estimated value and the value of the statistical calculation results. The results of the t-test are as follows:

Table 10. T-Test Results

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.973	1.872		1.588	.123
	HUBUNGAN_KERJA	.855	.098	.855	8.721	.000

Source: Data Processed by Researchers. 2024.

The results of the t-test for the variable Work Relationship (X1) obtained a calculated T value = 8.721 with a significance level (Sig.) of 0.000, using a significance limit of 0.05 and df (n-3) of 27, a t table of 1.703 was obtained. The calculated T value of 8.721 is greater than 1.703, that H0 is rejected and Ha is accepted, which means that Work Relationship (X1) has a positive and significant analysis on Employee Performance (Y).

To see the influence of the work environment on employee performance by conducting:

1. Regression Analysis

Regression analysis to measure the magnitude of the influence of work relationship character variable factors on employee performance. The results of regression testing using a data processing application program are as follows:

Table 11. Regression Analysis

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.093	2.510		2.029	.052
	LINGKUNGAN_KERJA	.685	.121	.730	5.644	.000

Source: Data Processed by Researchers. 2024.

Constant value of 5.093 and regression coefficient of the work environment variable of 0.685. Regression equation:  $Y = 5.093 + 0.685 X_2$  Description: Y = Employee Performance X2 = Work Environment. It is understood that:  
 a Work Environment Variable (X2) has a Positive Effect on Employee Performance (Y).

- b The regression equation of the Work Environment variable (X2) has a positive value of 0.685. The Work Environment value (X2) increases by 1, which will also increase the Employee Performance value (Y).
2. Correlation Analysis

To determine level of closeness of variables that are considered as control variables to independent variables. The correlation between work environment (X2) and employee performance (Y) is as follows:

Table 12. Correlation Test Results X2 Against Y

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 <sup>a</sup>	.532	.516	2.268

a. Predictors: (Constant), LINGKUNGAN\_KERJA  
 Sumber : Hasil olah data SPSS 26

Source: Data Processed by Researchers. 2024.

The correlation test shows the correlation value of the work relationship variable on Employee Performance is 0.730. This value shows that there is a strong relationship between the work environment and employee performance.

3. Model Suitability Analysis

Model suitability analysis provides information about how good the regression model is obtained. Whether it is suitable for use or not to be able to predict the dependent variable. The value of the model suitability analysis is obtained as follows:

$$KP = R^2 \times 100\%$$

$$KP = 0.532 \times 100\% = 53.2\%$$

Table 13. Model Suitability Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 <sup>a</sup>	.532	.516	2.268

a. Predictors: (Constant), LINGKUNGAN\_KERJA

Source: Data Processed by Researchers. 2024.

The Adjusted R Square value is 0.516 and the R Square value is 0.532. This shows that 53.2% of the Work Environment affects Employee Performance. The following are the results of the t-test.:

Table 14. T-test of X2 against Y

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.093	2.510		2.029	.052
	LINGKUNGAN_KERJA	.685	.121	.730	5.644	.000

a. Dependent Variable: KINERJA\_PEGAWAI

Source: Data Processed by Researchers. 2024.

The t-test results for the Work Environment variable (X2) obtained a t value = 5.644 with a significance level (Sig.) of 0.000. By using a significance limit of 0.05 and df (n-3) of 27, a t-table value of 1.703 was obtained. The t value of 5.644 is greater than 1.703, so H0 is rejected and Ha is accepted, the Work Environment (X2) has a positive and significant influence on Employee Performance (Y).

Work Relationships and Work Environment Influence Employee Performance.

1. Regression Analysis

To determine how much influence the variable factor of work relationship character has on Employee Performance.

Table 15. Regression Test X1, X2 on Y

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.086	1.915		.567	.575
	HUBUNGAN_KERJA	.663	.122	.664	5.430	.000
	LINGKUNGAN_KERJA	.269	.115	.286	2.343	.027

a. Dependent Variable: KINERJA\_PEGAWAI  
 Sumber : Hasil olah data SPSS 26

Source: Data Processed by Researchers. 2024.

Coefficient value of X1 is 0.663, the coefficient value of X2 is 0.269 and the constant number is 1.093. Based regression equation as follows, it provides an understanding that:

- a Work Relationship (X1) and Work Environment (X2) have a positive effect on Employee Performance (Y).
- b The regression equation of Work Relationship (X1) is 0.663 and Work Environment (X2) is 0.269. The regression equation has a positive value. The value of Work Relationship (X1) and Work Environment (X2) increases by 1, which will also increase the value of Employee Performance (Y).

$$Y = 1.086 + 0.663 X1 + 0.269 X2$$

Keterangan :

Y =	X1 =	X2 =
Kinerja	Hubungan	Lingkungan
Pegawai	Kerja	Kerja

Figure 5. The Regression Equation

Source: Data Processed by Researchers. 2024

2. Correlation Analysis

To determine relationship considered as control variables to independent variables. Correlation analysis of the variables Work Relationship (X1) and Work Environment (X2) to Employee Performance (Y) are as follows:

Table 16 Results of Correlation Test X1 and X2 to Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 <sup>a</sup>	.776	.760	1.597

a. Predictors: (Constant), LINGKUNGAN\_KERJA, HUBUNGAN\_KERJA

Source: Data Processed by Researchers. 2024

The results of the correlation test show the relationship between work and work environment on Employee Performance of 0.881. The relationship between work and work environment on Employee Performance has a very strong level of relationship.

3. Model Suitability Analysis

Model suitability analysis provides information about how good the regression model is obtained. Whether it is feasible to use or not to be able to predict the dependent variable.

$$KP = R^2 \times 100\%$$

$$KP = 0.776 \times 100\% = 77.6\%$$

Table 17. Model Suitability Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 <sup>a</sup>	.776	.760	1.597

a. Predictors: (Constant), LINGKUNGAN\_KERJA (X2), HUBUNGAN\_KERJA (X1)

Source: Data Processed by Researchers. 2024

Adjusted R Square value is 0.760 and the R Square value is 0.776. Suitability value is 77.6% the work environment affects employee performance.

4. F Test Results to determine whether or not there is an influence of work relationship and work environment and work performance simultaneously. The hypothesis used is as follows:  $F_{count} < F_{table}$ , meaning that if  $F_{table}$  is greater than  $F_{count}$  then  $H_0$  is accepted and  $H_a$  is rejected, then no significant influence on the independent variable on the dependent variable.  $F_{count} > F_{table}$ , meaning that if  $F_{table}$  is smaller than  $F_{count}$  then  $H_0$  is rejected and  $H_a$  is accepted, then there is significant influence on the independent on the dependent.

Table 18. Test F Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	239.025	2	119.512	46.873	.000 <sup>b</sup>
	Residual	68.842	27	2.550		
	Total	307.867	29			

a. Dependent Variable: KINERJA\_KERJA

b. Predictors: (Constant), LINGKUNGAN\_KERJA, HUBUNGAN\_KERJA

Source: Data Processed by Researchers. 2024

Based on the output obtained an F count of 46,873 while the F table was 3.37, which means that  $H_a$  is accepted and  $H_0$  is rejected with a Sig value of 0.000 < 0.05. Regression equation of Work Relationship and Work Environment is simultaneously significant to Employee Performance at PT. Karya Kasih Sentosa.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis results, the following conclusions can be drawn:

1. Work Relationship and Work Environment have a positive and significant effect on Employee Performance, referring to hypothesis 3: the results of the analysis  $H_3 = H_a$  is accepted while  $H_0$  is rejected. Work Relationship and Work Environment have an effect on Employee Performance in the workplace. With an R square value of 77.6% while the remaining 22.4% is influenced by other variables not included in this research model.
2. Work Relationship has a positive effect on Employee Performance, referring to hypothesis 1: Work Relationship has an effect on Employee Performance  $H_a$  is accepted while  $H_0$  is rejected. Work Relationship has an effect on Employee Performance in the work environment.
3. Work Environment has a positive effect on Employee Performance, referring to hypothesis 2:  $H_a$  is accepted while  $H_0$  is rejected. Work Environment has an effect on Employee Performance in the work environment.

Based on the results of the analysis, discussion and conclusions in this study, the suggestions that can be given by the researcher are as follows: The company must be able to maintain working relationships between employees and divisions and maintain a conducive working environment so that employees are comfortable with relationships between colleagues and the environment that makes employees carry out their duties comfortably.

## FURTHER STUDY

For further study on the influence of work relations and work environment on employee performance at PT. Karya Kasih Sentosa, keep in mind the following:

1. Qualitative Insights: Conduct interviews or focus group discussions with employees to gain further insight into how work relations and environment affect their performance.
2. Longitudinal Study: Examine changes over time by conducting a longitudinal study to see how improvements in work relations or environment affect performance metrics over the long term.
3. Leadership Style Impact: Investigate how different leadership styles within the organization affect work relations and employee performance.
4. Cross-Department Analysis: Analyse whether the impact of work relations and environment varies across departments at PT. Karya Kasih Sentosa.
5. External Factors: Exploration of external factors (e.g., market conditions, economic factors) that may affect employee performance and how those factors interact with work relations and environment.

6. **Employee Well-being:** Assesses the relationship between employee well-being (mental and physical health) and performance, and how work relationships and the environment contribute to overall well-being.
7. **Training and Development:** Investigates the role of training and development programs in improving work relationships and creating a better work environment, and how these programs, in tandem, impact performance.
8. **The Role of Technology:** Explains how technology (e.g., remote work tools, communication platforms) impacts work relationships and the work environment, and results in employee performance.

By examining these areas, you can build a more comprehensive understanding of the dynamics at play and provide actionable insights to improve employee performance at PT. Karya Kasih Sentosa.

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