HUMAN RELATIONS, PROMOTING POSITION, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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Abstract: All companies in realizing good management require appropriate employee criteria, tailored to the company's needs who are deemed capable of carrying out the tasks assigned by the company. So that the performance must be maximum and be able to carry out responsibilities effectively and efficiently. This research aims to examine the influence of human relations, promotion and work environment on employee performance at PT Arrow Indo Universal. This research is quantitative research. The respondents for this research were 70 employees from 7 divisions of PT Arrow Indo Universal. The variables of this research are human relations (X1), promotion (X2), work environment (X3) and employee performance (Y). The analytical methods used are descriptive analysis and multiple linear regression. The results of this research show that: (1) there is no significant influence between human relations on employee performance at PT Arrow Indo Universal; (2) there is a significant influence of promotion on employee performance at PT Arrow Indo Universal; (3) there is a significant influence of the work environment on employee performance at PT. Arrow Indo Universal.

Keywords: human relations, promoting position, work environment, employee performance

1. Introduction

Performance is the result of individual or group work in an organization which is used to achieve the goals of a company which will be used as a basis for assessing whether the company's goals and objectives have been achieved or not (Fadri et al., 2017). Employees are an important element in determining the progress of a company (Susan, 2019). Achieving company goals requires appropriate employee criteria that are tailored to the company's needs. So that the resulting performance must be maximum and can be held accountable effectively and efficiently. Employee performance is the result of the quantity and quality of work carried out by employees in carrying out their assigned tasks (Asymar et al, 2021). According to Uno (2012), employee performance is a result of achievement which is reflected in their procedures when carrying out work that has become their responsibility, which is based on a professional attitude when carrying out work.

Human relations as a means of communication between humans is at the psychological stage and understanding thoughts, feelings and actions carried out with other people (Suyatna, 2017). Human relations are human relationships that remain harmonious by creating awareness and willingness to combine the desires of each individual in achieving common goals and interests. The aim of human relations is to produce strong integration and foster

creative and productive cooperation as well as mutual openness. So the most important thing in creating human relations is how to understand human nature and humanize humans. The ability to understand employees can create a harmonious work atmosphere and can also create high work morale so that this also influences work results (Himpong, 2015)

According to Thoha (2015) Promotion is an award given to an employee who excels and is able to take on greater responsibilities both in the form of promotions and positions. Meanwhile, position is a manifestation of the duties, responsibilities, rights and authority of an employee in an organization, both structurally and functionally. Thus, it can be concluded that a promotion is a transfer of authority or power to a higher level in accordance with certain responsibilities and obligations. Hasibuan (2016) emphasized that an employee who is promoted with the right considerations can work better in accordance with their responsibilities. Mengkuprawira (2014) explains that promotions in a company can encourage employee performance. The implementation of job promotions aims to increase an employee's motivation so that they are able to work better, adjusted to the company's desire to increase employee productivity and performance so as to guarantee success in realizing company goals (Yunior et al, 2021).

Apart from that, companies in developing potential and performance must pay attention to aspects inside and outside the company, this is called the company's environmental aspects. Pleasant working conditions, especially during working hours, can increase employee morale and involvement, comfortable work space, protection against danger can increase the efficiency of a company (Panjaitan, 2018). On the other hand, if the working environment is inadequate, it will have a negative impact and will lead to a decrease in employee productivity levels. Working environmental conditions can make it possible for employees to feel at home and comfortable in carrying out their work (Tambunan, 2018). Based on the background, the formulation of the problem studied in this research is as follows:

1. How does Human Relations influence an employee's performance at PT Arrow Indo Universal?
2. How does a promotion affect the performance of an employee at PT Arrow Indo Universal?
3. How does the work environment influence the performance of an employee at PT Arrow Indo Universal?
4. Do human relations, promotions and the work environment have a positive and significant influence on the performance of PT Arrow Indo Universal employees?

2. Literature Review

Human relations

Human relations are relationships between people that are harmonious and are created out of awareness and willingness to merge for the sake of integrating shared desires (Hasibuan, 2007). Human relations can also be defined as persuasive communication carried out by one individual to another individual face to face in a work situation and within an organization/company which aims to increase enthusiasm for work and cooperation in order to achieve satisfactory results (Effendy, 2009). Human relations as a means of communication between humans is at the psychological stage and understanding thoughts, feelings and actions carried out with other people (Suyatna, 2017).

Position Promotion

According to Thoha (2015) Promotion is an award given to an employee who excels and is able to take on greater responsibilities, both in the form of promotions and positions. Meanwhile, position is a manifestation of the duties, responsibilities, rights and authority of an employee in an organization, both structurally and functionally. Job promotion is a move that increases an employee's authority and responsibility to a higher position in an organization so that their obligations, rights, status and income are greater (Hasibuan, 2008).

Work environment
The work environment as a whole of the factors within it has an influence on the organization and activities within the organization. Meanwhile, according to Schultz (2006), the work environment is a condition related to the characteristics of the workplace, employee behavior and attitudes, which are related to the psychological changes experienced in their work. Organizations must continue to pay attention to this, which includes work boredom, monotonous work and fatigue.

Employee performance
Performance is the result of individual or group work in an organization which is used to achieve the goals of a company which will later be used as a basis for assessing whether the goals and objectives of a company have been achieved or not (Fadri et al., 2017). Employee performance can also be defined as a result of the quantity and quality of work carried out by employees in carrying out their assigned tasks (Asymar et al, 2021). The hypotheses in this research include the following:

H1 = Human relations partially has a significant positive effect on employee performance
H2 = Job promotion partially has a significant positive effect on employee performance
H3 = The work environment has a significant positive effect on employee performance.

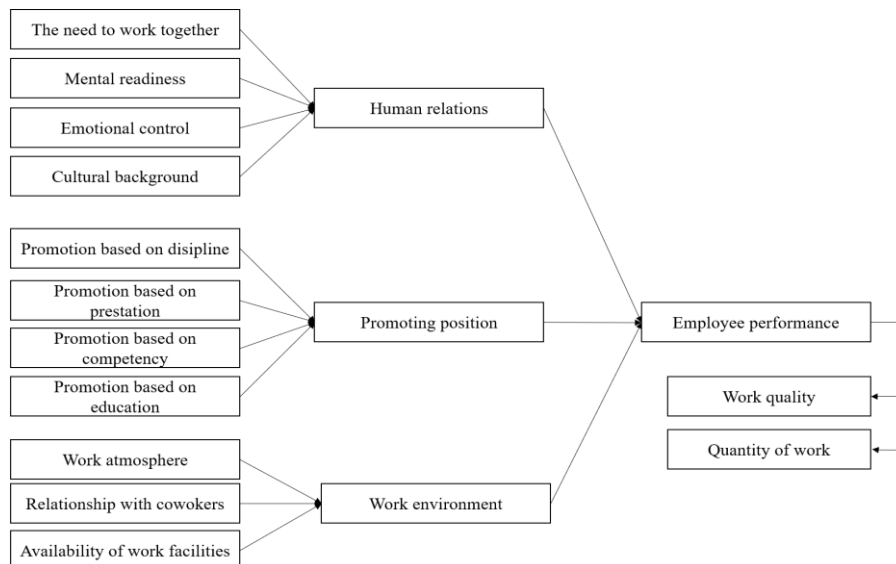The conceptual framework in this research can be seen in the image below:

Figure 1: Conceptual Framework

3. Method

Research methods
The research method used in this research uses quantitative methods. Quantitative methods are a type of research that has planned specifications, is clearly structured and systematic from the start of creating the research design.

The analysis method used is the path analysis method, used to analyze relationship patterns between variables. This model is to determine the direct or indirect influence of a set of independent variables (exogenous) on the dependent variable (endogenous). The test equipment used in this research uses SPSS.

Population and Sample
The population in this study were all permanent employees of PT Arrow Indo Universal, totaling 200 employees. This population size is too large, therefore the determination of the sample size in this study was carried out using non-probability sampling using a purposive sampling method, meaning that the population that will be used as a research sample is one that meets certain sample criteria as desired by the researcher (Kuncoro, 2009: 145).

According to Susanto (2013:15), purposive sampling is selected based on characteristics or traits that are considered to be related to the research objectives. Purposive sampling is used if sample members are selected specifically based on the research objectives, namely:

1. Permanent employees who work indoors
2. Each division took a random sample of 10 employees from 7 divisions, so that the total sample taken was 70

Thus, the number of samples in this study was 70 respondents. To determine who will be used as a sample, random sampling is carried out, namely random sampling from the sample selection unit (Kuncoro, 2009: 127).

Method of collecting data
The data collection technique in this research was carried out using the following steps:
1. Field research (Field Research)
    a. Observation
     In this research, observations were made at PT Arrow Indo Universal
    b. Questionnaire

The questionnaire in this research is data collection which is carried out by giving a set of statements to respondents to answer. The questionnaire was adopted from previous research (Talumantak, Kojo and Dotulong, 2016). The results of the questionnaire score calculation were carried out using a Likert scale score of 1 – 5.

2. Library research (library research)
The literature review in this research uses books and journals that are relevant to this research.

4. Result and Discussion

Research Object Profile
The profile of the research object is presented in this research to describe the condition or condition of the respondents which can be used as additional information in order to understand the research results. This aims to see the profile of the respondent data. This research is field research where data is collected using a questionnaire. To distribute questionnaires, researchers distributed their questionnaires online, this was done to be more effective in increasing responses from research respondents. The sample taken in this

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e-ISSN 2746-5667

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research was 70 respondents. In this research, there are characteristics of respondents as follows:

Table 1. Characteristics of Respondents Based on Age

Age	Number of Respondents	Percentage
19 - 25 years old	29	41%
26 - 35 years old	23	33%
36 - 45 years old	18	26%
Amount	**70**	**100%**

Table 2. Characteristics of Respondents Based on Gender

Gender	Number of Respondents	percentage
Perempuan	21	30%
Laki-laki	49	70%
Amount	**70**	**100%**

Table 3. Characteristics of Respondents Based on Education

Gender	Number of Respondents	Persentage
Senior high school	63	90%
S1	7	10%
Amount	**70**	**100%**

Descriptive Analysis
Description of the Human Relations Variable (X1)
Based on the answers to the research questionnaire used, a description of the respondent's level of achievement can be obtained. The TCR results for the Human Relations variable can be seen in the table below:

Table 4. Frequency Distribution of Human Relations Variables

No	Indicator	No. Item	Average score	TCR	Category
1	The need to work together	1	3,628	72,68%	Good
2	Mental readiness	2	3,571	71,4%	Good
3	Emotional control	3	3,557	71,1%	Good
4	Cultural background	4	3,542	70,9%	Good

Source: Researcher Processed (2023)

It can be seen that all the question indicators in the Human Relations variable have a level of respondent achievement in the scale range of 65-79% or are in the quite good category. Thus it can be said that the overall indicators of questions given to PT employees. Arrow Indo Universal has a pretty good category.

Description of Position Promotion Variables (X2)
Based on the answers to the research questionnaire used, a description of the respondent's level of achievement can be obtained. The TCR results for the Position Promotion variable can be seen in the table below:

Table 5. Frequency Distribution of Position Promotion Variables

No	Indicator	No. Item	Average score	TCR	Category
1	Promotion based on discipline	1-2	3,771	75,4%	Good
2	Promotion based on merit	3-4	3,829	76,6%	Good
3	Promotion based on	5-7	3,824	76,5%	Good

	competency				
4	Promotion based on education	8-10	3,824	76,5%	Good

Source: Data processed by researchers (2023)

It can be seen that all the question indicators in the Position Promotion variable have a respondent's level of achievement in the scale range of 65-79% or are in the quite good category. Thus it can be said that the overall indicators of questions given to PT employees. Arrow Indo Universal has a pretty good category.

Description of Work Environment Behavior Variables (X3)
Based on the answers to the research questionnaire used, a description of the respondent's level of achievement can be obtained. The TCR results for the Work Environment variable can be seen in the table below:

Table 6. Frequency Distribution of Work Environment Variables

No	Indikator	No. Item	Rata-Rata Skor	TCR	Kategori
1	Work atmosphere	1	3,414	68,3%	Good
2	Relationships with coworkers	2	3,442	68,9%	Good
3	Availability of work facilities	3-4	3,429	68,6%	Good

Source: Data processed by researchers (2023)

It can be seen that all the question indicators on the work environment variable have a respondent's level of achievement in the scale range of 65-79% or are in the quite good category. Thus it can be said that the overall indicators of questions given to PT employees. Arrow Indo Universal has a pretty good category.

Description of Employee Performance Variables (Y)
Based on the answers to the research questionnaire used, a description of the respondent's level of achievement can be obtained. TCR results for the Employee Performance variable can be seen in the table below:

Table 7. Frequency Distribution of Employee Performance Variables

No	Indikator	No. Item	Rata-Rata Skor	TCR	Kategori
1	Quantity	1-2	3,807	76,1%	Good
2	Quality	3-4	3,429	68,6%	Good

Source : Data processed by researchers(2023)

It can be seen that all the question indicators on the employee performance variable have a respondent's level of achievement in the scale range of 65-79% or are in the quite good category. Thus it can be said that the overall indicators of questions given to PT employees. Arrow Indo Universal Ltd has a pretty good category.

Research result
Instrument Validity Test Results
In the table below, the results of the instrument validity test for each question item are presented.

Table 8. Validity Test Results

Statement item	R_{count}	r_{table} df=(N-2)	Note
Human Relation (X1)			
X1.1	0,923	0,2352	Valid
X1.2	0,966	0,2352	Valid
X1.3	0,965	0,2352	Valid
X1.4	0,891	0,2352	Valid
Promoting position(X2)			
X2.1	0,666	0,2352	Valid
X2.2	0,724	0,2352	Valid
X2.3	0,748	0,2352	Valid
X2.4	0,685	0,2352	Valid
X2.5	0,683	0,2352	Valid
X2.6	0,700	0,2352	Valid
X2.7	0,726	0,2352	Valid
X2.8	0,718	0,2352	Valid
X2.9	0,757	0,2352	Valid
X2.10	0,683	0,2352	Valid
Work environment(X3)			
X3.1	0,951	0,2352	Valid
X3.2	0,972	0,2352	Valid
X3.3	0,972	0,2352	Valid
X3.4	0,920	0,2352	Valid
Kinerja Karyawan (Y)			
Y.1	0,649	0,2352	Valid
Y.2	0,706	0,2352	Valid
Y.3	0,765	0,2352	Valid
Y.4	0,800	0,2352	Valid

Source : Data processed by researchers(2023)

According to this, the value in the calculated r column is greater than the value in the r table column, namely 0.1966. The R-table is obtained from the number of respondents 100-2 = 98. The number 98 has an r table value of Sig 0.05 = 0.1966.

The researcher concluded that from all the question items, each variable was said to be strong according to the basis for decision making in the validity test using the formula r count > r table, then the item or statement was said to be strong or valid and could be used at the next stage.

Reliability test result

Table 9. Reliability Test Results

Variabel	Cronbach's Alpha	Nilai Minimal	Keterangan
Human Relation (X1)	0,848	0,60	Reliabel
Promoting position(X2)	0,770	0,60	Reliabel
Work environment (X3)	0,852	0,60	Reliabel
Kinerja Karyawan (Y)	0,792	0,60	Reliabel

Source : Data processed by researchers(2023)

From table 9, the Cronbach's Alpha value for all variables has a value above 0.60. This means that all variables can be said to be reliable.Hasil Uji Asumsi Klasik

Normality test
The results of the normality test in the study are shown in the table below:

Table 10. Normality test results of one sample Kolmogorov-Smirnov test

N		70
Normal Parameter	Mean	
	Std.Dev	
Asymp. Sig.		0.200

Source : Data processed by researchers(2023)

Based on the one sample Kolmogorov-Smirnov test table, it can be seen that the normality test for the data above shows that the multiple regression model created follows a normal distribution. This can be seen from the Asym sig (2 Tailed) value of $0.200 > 0.05$, thus it can be concluded that the data used in this research is normally distributed.

Multicollinearity Test

Table 11. Multicollinearity Test Results

Variabel	Toleransi	VIF
Humas Relation (X1)	0,835	1,198
Promoting position(X2)	0,974	1,026
Work environment(X3)	0,851	1,175

Source : Data processed by researchers(2023)

It can be seen that the test results for the variables above obtained a Tolerance value > 0.10 and a VIF value < 10.00 for all variables. So it can be concluded that there are no symptoms of multicollinearity in the data.
Heteroscedasticity Test
One of the requirements in the regression test model is that there are no symptoms of heteroscedasticity.

Table 12. Multicollinearity Test Results

Variabel	t	Sig.
Human relation (X1)	1,136	0,260
Promoting position(X2)	0.769	0,445
Work environment(X3)	-1.471	0,146

Source : Data processed by researchers(2023)

From the test results above, it can be seen that the overall significance value of the data is above 0.05. So according to the basis for decision making, the Heteroscedasticity Test with the Glejser Test does not show symptoms of heteroscedasticity in the regression model.

Multiple Linear Regression Analysis
In order to understand the relationship between the variables Human Relations (X1), Position Promotion (X2), Work Environment (X3) and Employee Performance (Y), multiple linear regression analysis is used. The following are calculations from multiple linear regression analysis:

Table 13. Multiple Regression Test Results

Variabel	B	Std. Error	Beta	t	Sig
(Constant)	1,727	1,398		1,235	0,221
Human Relation (X1)	0,011	0,054	0,014	0,205	0,838
Promoting position(X2)	0,113	0,031	0,231	3,612	0,001
Work environment(X3)	0,603	0,050	0,825	12,041	0,000

Source : SPSS *Version* 26

According to Table 13 which shows the multiple linear regression equation between Human Relations (X1), Position Promotion (X2), Work Environment (X3) on Employee Performance (Y) is:

$$Y = 1,727 + 0,011 + 0,113 + 0,603.$$

Explanation :

a. a. α = 1.727, meaning that if X1, X2, X3 is 0, then Employee Performance (Y) is 1.727. This result is significant at 5% alpha. This can be seen from the Sig value. the value is 0.000 < 0.05.

b. b. $\beta1$ = 0.011, meaning that assuming the Human Relations variable (X1) increases by 1 variance. So it can have an effect on Human Relations of 0.011 variance with a significance of 0.838.

c. c. $\beta2$ = 0.113, meaning that assuming the Position Promotion variable (X2) increases by 1 variance. So it can have an effect on job promotion of 0.113 variance with a significance of 0.001

d. .$\beta3$ = 0.603, meaning that if it is assumed that the Work Environment variable (X3) increases by 1 variance. So it can have an effect on the work environment of 0.603 variance with a significance of 0.000.

So it can be concluded that the work environment has the largest contribution to employee performance with a regression coefficient value of 0.603.

Hypothesis testing
Coefficient of Determination Test (R2)
The basis for making the decision to test the coefficient of determination (R2) is, if the value of the coefficient of determination is equal to 0 (R2 = 0), it means that the variation in Y cannot be explained by X at all. Meanwhile, if R2 = 1, it means that the variation of Y as a whole can be explained by X. In other words, if R2 = 1 then all observation points are exactly on the regression line.

Table 14. R2 Test Results

Model	R	R Square	Std.Error
1	0.858	0.736	1,49189

Source : Data processed by researchers(2023)

Based on the table above, the R Square value is 0.736. This value comes from squaring the correlation coefficient (R) value, namely 0.858 x 0.858 = 0.736. It is known that the coefficient of determination value is 0.736 or 73%. This means that the variables Human Relations (X1), Position Promotion (X2), Work Environment (X3) influence variable Y Employee Performance by 73%. Meanwhile, the rest is influenced by other variables outside this regression equation
T Test (Partial Test)
The basis for decision making in the t test is as follows:

1. If the significance value (sig.) < 0.05 and tcount > ttable, then there is a significant influence of variable X on Y
2. If the significance value (sig.) > 0.05 and tcount < ttable, then there is no significant influence of variable X on Y

Table 15. Multiple Regression t Test Results

Variabel	B	Std. Error	Beta	t	Sig
(Constant)	1,727	1,398		1,235	0,221
Human Relation (X1)	0,011	0,054	0,014	0,205	0,838
Promoting position(X2)	0,113	0,031	0,231	3,612	0,001
Work environment(X3)	0,603	0,050	0,825	12,041	0,000

Source : Data processed by researchers(2023)

It is known that the Sig value. for the influence of X1 Human Relations on Y Employee Performance is 0.838 > 0.05 and the t value is 0.205 < t table 1.99656. So it can be concluded that H0 is accepted, meaning that there is no significant influence of the X1 Human Relations variable on Y Employee Performance.

Position Promotion (X2) has a significance value of 0.001 < 0.05 and a t value of 3.612 > t table 1.99656. So it can be concluded that H0 is rejected and Ha is accepted. So that X2 Position Promotion has a significant effect on variable Y Employee Performance. This means that as promotions increase, employee performance will also increase.

Work Environment (X3) has a significance value of 0.000 < 0.05 and a t value of 12.041 > t table 1.99656. So it can be concluded that H0 is rejected and Ha is accepted. So that X3 Work Environment has a significant effect on variable Y Employee Performance. This means that as the work environment improves, employee performance will also increase.

F Test (Simultaneous Test)

The F test in multiple linear regression analysis aims to test whether the influence of the independent variables together has an effect on the dependent variable. The criteria for taking the F Test are:

1. If the value Fcount<Ftable sig. > 0.05 then H0 is accepted and Ha is rejected, this states that all independent variables have no influence together on the dependent variable
2. .If the value of Fcount>Ftable or sig. < 0.05 then H0 is rejected and Ha is accepted, this states that all independent variables have a joint influence on the dependent variable (Ghozali, 2012: 99).

3. Table 16. F Test Results (Simultaneous Test)

Model	F_{hitung}	F_{tabel}	Sig.
1	61,485	2,74	0.000

Source : Data processed by researchers(2023)

Based on the significance value (Sig.) from the ANOVA output above, the Sig value is known. is 0.000 < 0.05. So according to the basis for decision making in the F test, it can be concluded that H0 is rejected and Ha is accepted. This means that together the variables X1 Human Relations, X2 Position Promotion and X3 Work Environment have a significant effect on variable Y Employee Performance. It is also known that the Fcount value is 61.485. Because the Fcount value is 61.485 > Ftable 2.74. So, as is the basis for decision making in the F test, it can be concluded that H0 is rejected and Ha is accepted. This means that together the variables X1 Human Relations, X2 Position Promotion and X3 Work Environment have a

significant effect on variable Y Employee Performance. Based on the two discussions in the F test above, we can conclude that together the variables X1 Human Relations, X2 Position Promotion and X3 Work Environment have a significant effect on variable Y Employee Performance

Discusstion
The influence of Human Relations on employee performance
Based on the results of testing and data analysis, the human relations variable does not affect employee performance, the results obtained are that tcount is less than ttable and has a positive value. So that the final decision can be taken, namely H1 is rejected and H0 is accepted, meaning that there is no significant influence between the human relations variable and employee performance simultaneously. The results of this research are that human relations does not affect employee performance at PT Arrow Indo Universal, so if human relations behavior is good or bad then this will not affect employee performance. These results are relevant to research by Galih Adi Saputro (2017) which states that human relations are not one of the factors that can influence employee performance. This is because each employee lacks a sense of the need for cooperation with other employees. In fact, human relations, in this case the need for cooperation, is one of the essences of management, especially those related to humans, in the sense that the need for cooperation is a person's ability to have good relationships between people without being accompanied by differences between them. This will create a unique view of life in a work group, where this view of life is actually what shapes performance (Qohar, 1990). With a lack of need for cooperation between employees, a unique outlook on life will not be created among them, in the absence of this unique outlook on life it will not be possible to create or improve employee performance.

The effect of position promotion on employee performance
Based on the test results and data analysis of job promotion variables influencing employee performance, the results obtained are tcount more than ttable and have a positive value. So that the final decision can be taken, namely H1 is accepted and H0 is rejected, meaning that there is a significant influence between promotion and employee performance simultaneously. The results of this research are that job promotions influence employee performance at PT Arrow Indo Universal, so if a job promotion occurs then this will affect employee performance. The results of this research are in line with a study conducted by Suparina (2018) stating that job promotions have a positive effect on employee performance. Thus, it can be said that if promotions are realized for employees who have high achievements, there will be encouragement for other employees to improve their performance in carrying out their duties. To improve employee performance, it is necessary to promote positions based on objective and fair assessments based on available formations.

The influence of the work environment on employee performance
Based on the test results and data analysis of work environment variables influencing employee performance, the results obtained are that tcount is more than ttable and has a positive value. So the final decision is taken, namely accepting H1 and rejecting H0, meaning that there is a significant influence between the work environment and employee performance simultaneously. The results of this research are that the work environment influences employee performance at PT Arrow Indo Universal, so if the work environment is appropriate then this will influence employee performance. This is relevant to Musriha's

(2011) research, which states that the work environment has a positive impact on employee performance. A comfortable work environment causes employee concentration levels in work to increase, and these conditions cause employee work productivity levels to increase.

5. Conclusions

Based on the research results that have been described, it can be concluded as follows:
1. It is known that the coefficient of determination value is 0.736 that the independent variables, namely Human Relations, Position Promotion and work environment, simultaneously influence the employee performance variable by 73%
2. 2. Based on the results of the simultaneous test with the (F) test, it is known that sig is 0.000 < 0.05 and for (F) count = 61.485 > (F) Table 2.74, it can be concluded that the influence of all independent variables is significant on employee performance.
3. For the partial test results with the (t) test, it is known that the Human Relations variable has no significant influence on employee performance, valued at 0.205 < t table 1.996 Sig 0.838 > 0.05.
4. For the partial test results with the (t) test, it is known that the Position Promotion variable has a significant influence on Employee Performance, valued at 3,612 > table 1,996 Sig 0.001 < 0.05.
5. For the partial test results with the (t) test, it is known that the Work Environment variable has a significant influence on Employee Performance, valued at 12,041 > table 1,996 Sig 0.000 < 0.05.

Suggestion
1. For Companies
For the Company to be able to maintain a comfortable, conducive and enjoyable work environment. Because it is proven to have a good working environment
towards employees who excel can also have a real impact on the performance of employees in a company. For further researchers
2. For future researchers
It is hoped that future researchers will use new variables to be more varied and be able to find new research because the problems that exist in companies are very complex, so it is hoped that the new variables can complement the variables that have been tested. And test this variable in other business sectors because each industrial sector has different human resource problems.

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