



**Relationship of Work Environment and Employee Performance: Study at PT.
Energia Transmedia**

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Abstract:

This study aims to determine and analyze the effect of the work environment and employee performance at PT. Energia Transmedia. This study uses a quantitative method with a descriptive approach. The variables used in this study are the Work Environment variable (X), and the Employee Performance variable (Y). The data sources used consisted of primary data, namely data obtained directly from research respondents through questionnaires, interviews, and observations. The population and sample in this study were employees of PT. Energia Transmedia. The test was conducted using SPSS 25. Based on the results of the partial test (t test) it can be concluded that the work environment variable has a significant influence on employee performance because the t-count (5.256) > t-table 277 with a significance of 0.000 < 0.05. The adjusted R square value obtained is 0.479, indicating that around 47.9% of the employee performance variable (Y) can be explained by the work environment variable (X). Or practically it can be said that the contribution of the work environment to the employee performance variable is 47.9%.

Keywords: Work Environment, Employee Performance

INTRODUCTION

Every company is expected to be able to compete and keep up with the times (Ibnu Alwan et al., 2018). Technological developments continue to grow and spread to all elements of society (Khayah & Marpaung, 2022). Good resources are expected to lead to good performance in accordance with the wishes and expectations of the agency. In every organization, humans are one of the most important components in reviving an organization (Kasmir, 2018). The role of human resources in an agency has an important position from planning, implementation to achieving organizational goals (N. N. Marpaung, 2022). Basically, the agency does not only expect capable, capable and skilled employees, the important thing is that they are willing to work hard and are willing to achieve good work

results (Theodora, 2015). The abilities, skills and skills of employees are meaningless for the agency if they do not want to work hard to use their abilities, skills and skills (Mooduto et al., 2022). In managing the company, management must be able to synergize all existing resources and especially members. They must be closely related to each other in advancing the business or reviving the business, as a consequence of the spearhead and main pillar of business sustainability (Yusuf et al., 2021).

According to Moehariono in (Fitria, 2013) performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Employee performance is also a very important factor in maintaining company consistency to face competition with similar companies (Dharma et al., 2017). To assist companies in retaining customers, companies can be supported by having employees with high work levels. With the existence of a high level of performance owned by employees, it is hoped that the goals of a company can be achieved. On the other hand, the goals of a company are difficult to achieve if its employees have low levels of performance so that the company cannot achieve the goals the company wants to achieve (Mananeke et al., 2014).

To realize high performance, every employee must work properly. Supported by good accountability, as well as good supervision from the company, employees will work with high performance. Performance is also an embodiment of an employee's work behavior which is displayed as work performance in accordance with his role in a company within a certain period of time (Setiawan, 2013). This is because employee performance is a determinant of the success and survival of the company (Anugraha, 2013).

In discussing the concept of the Work Environment, we are actually talking about the perceived traits or characteristics in the work environment that arise due to company activities. In other words, the environment can be seen as the personality of the company. Employees feel that the environment in a company is pleasant when they do something useful and create a feeling of worth and most employees also want responsibility and opportunities to succeed (Prastiwi et al., 2012). According to Sedarmayanti in (Burhannudin et al., 2019) suggests that the work environment is a place where there is a group in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. The work environment can provide a positive boost in the achievement of employee performance. Because the work environment can support and influence the spirit of workers at work. So that a good, comfortable work environment can increase employee focus at work (Suparman Dadang H, 2020). Working environment conditions that are comfortable and safe for employees can be an attraction for a company to bind employees to work in the company (Rysaka et al., 1983). On the other hand, the existence of a comfortable and safe working environment is also very decisive in achieving the goals set by the company. And as it is known that achieving this company's goals is something that every employee wants. A bad work environment that exists in a company is not beneficial for employees at work (Soeseno, 2018).

The problems that occur in PT. Energia Transmedia is lighting in the workspace using only lamps, while sunlight cannot enter because there is little ventilation for the entry and exit of the sun. This results in the work not being able to run smoothly. In addition, a noisy work space or location makes the work atmosphere uncomfortable, and the air temperature in the workspace is very hot. It is feared that this will affect activities and smooth work. Where the lack of air conditioning, fans and lack of sunlight entering the room, thus impacting the health of the employees in it. Increasing the intensity of competition requires every company to always pay attention to the dynamics of the needs, desires, and preferences of employees (N. Marpaung, 2022).

The objectives to be achieved in this research are:

1. To find out whether there is a relationship between the work environment and

- employee performance.
2. To find out whether there is an effect of working environmental conditions on employee performance.

LITERATURE REVIEW

Performance

Understanding performance in an organization is the answer to the success or failure of the organizational goals that have been set (Gaol et al., 2020). Meanwhile, according to Moehariono in (Evianah & Hartanti, 2020) says that performance comes from job performance or actual performance as work performance or the actual achievements achieved by someone. According to Suhardi in (Abdillah & Hartono, 2017) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Performance is often referred to as a measure of achievement or the level of success of individuals or groups of individuals. Performance can be known if the individual or group of individuals has predetermined success criteria (Kristiyanti, 2012). These success criteria are in the form of certain goals or targets to be achieved by an organization (Nurseto, n.d.). Without a goal or target, the performance of a person or company is impossible to know because there are no benchmarks (Kristiyanti, 2012).

According to Mangkunegara (2013) in (Jufrizen & Hadi, 2021) suggests that the performance indicators, namely: 1) Quantity, 2) Quality, 3) Reliability, 4) Attendance, 5) Ability to work together. The characteristics of people who have high performance by Mangkunegara (2009) in (Yatiningrum et al., 2016) are as follows: 1) Have high personal responsibility, 2) Dare to take and bear the risks faced, 3) Have realistic goals, 4) Have a comprehensive work plan and strive to realize its goals, 5) Utilize concrete feedback in all work activities, 6) Look for opportunities to realize the plans that have been programmed.

Work environment

In general, every company, whether large, medium, or small, will all interact with the work environment in which the company is located (Claudio Usman & Wehelmina Rumawas, 2016). The work environment itself undergoes changes so that a company that can survive is a company that can adapt to environmental changes. An employee will be able to work optimally if supported by a good working environment (Novriani Gultom & Nurmaysaroh, 2021). A working environment condition is said to be good or appropriate if humans can carry out their activities optimally, healthy, safe, and comfortable. Meanwhile, a bad work environment can have long-term consequences, such as the amount of energy needed and inefficient work designs, and can affect employee morale in carrying out their duties (Logahan et al., 2012).

According to Sedarmayati in (Wuwungan et al., 2017) the definition of the work environment is the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and groups. The work environment itself according to Nitisemito in (Arianto, 2013) is everything that is around the worker and can affect him in carrying out the tasks assigned. A conducive work environment provides a sense of security and allows employees to work optimally (Prakoso, Rayka Dantyo, Endang Siti Astuti, 2014). The work environment can affect the emotions of employees. If the employee likes the work environment in which he works, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and is optimistic about high employee work performance (Kraton et al., 2019).

According to (Suparman Dadang H, 2020) the indicators used to measure the work environment are: 1) Lighting, 2) Air temperature, 3) Noise, 4) Color use, 5) Movement space, 6) Work safety. The factors that affect the work environment described by Sedarmayati in

Budianto and Amelia (2015: 105-108) include: 1) lighting/light in the workplace, 2) temperature at work, 3) humidity in the workplace, 4) air circulation in the workplace, 5) Noise in the workplace, 6) Bad odors, 7) Decoration in the workplace, 8) Music in the workplace, 9) Safety in the workplace.

Framework

According to (Sugiyono, 2013) the framework of thinking is a conceptual model of how theory relates to various factors that have been identified as important problems. To facilitate or provide an overview of the thinking in this study, a framework of thought can be put forward as shown in the following figure:

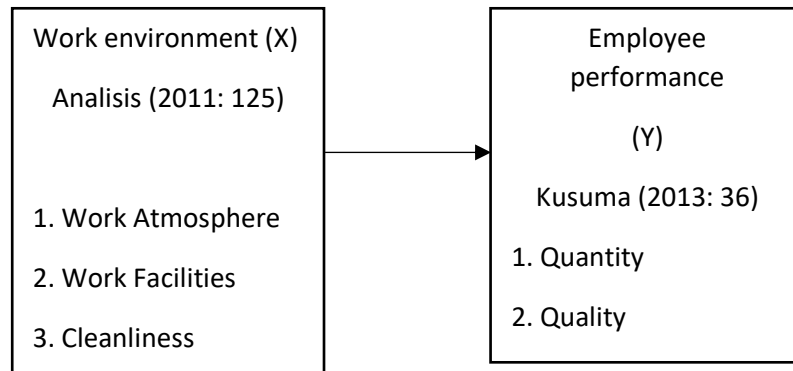


Figure 1. Research Framework

Hypothesis

According to (Prof.Dr.Sugiyono, 2011) the hypothesis is a provisional assumption of the research problem formulation, therefore the research problem formulation is usually arranged in the form of a question sentence. Based on the assumptions above, the hypotheses to be tested in this study are:

1. There is a positive and significant relationship between the work environment and employee performance at PT. Energia Transmedia
2. There is a positive and significant influence between the work environment and employee performance at PT. Energia Transmedia.

RESEARCH METHODS

The object of this research is PT. Energia Transmedia which is located in Bekasi City, West Java. Companies engaged in the cleaning service. Established based on the principles of mutual respect, mutual trust, mutual understanding, and mutual benefit. Because based on these principles a partnership can run well and harmoniously.

Variable Operational Definition

Table 1. Definition of Variables

Variable	Variable Operational Definition	Indicator	Scale
Work Environment (X)	The work environment is a condition where employees work in a company that can affect the physical and psychological conditions of employees both directly and indirectly so that the work environment can be said to	1. Work Atmosphere	W
		2. Work Facilities	W
		3. Cleanliness	C

	be good if employees can work optimally, calmly and have high productivity	4. Relationships with Coworkers	R with
		5. Competitors	C
E	Employee performance	1. Quality	ikert
Employee Performance (Y)	is the result of the work of an employee as long as he works in carrying out the main tasks of his position which can be used as a basis for whether the employee can be said to have good work performance or vice versa.	2. Quality 3. Reliability 4. Presence 5. Ability to work	

Population

Population according to (Prof.Dr.Sugiyono, 2011), is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population used in this study were all employees of PT. Energia Transmedia with a total of 70 employees.

Sample

The sample according to (Nugroho, 2020) which states that if the population is less than 100 people, the sample is taken as a whole, while the population is above 100, the sample is taken from 10% to 15% or 20% to 25% of the population. In this study, the total population at PT. Energia Transmedia as many as 70 employees and all of them were taken as samples.

Data Type

The data used in this study is a type of quantitative data. Quantitative data is a type of data that can be measured or calculated directly, in the form of information or explanation expressed in numbers or in the form of numbers.

Data source

Sources of data used in this research are primary data and secondary data Siregar (2013:6) primary data is data collected by the researcher himself directly from the first source or the place where the object of research is carried out through observation and interviews. To obtain company information, it is done through the distribution of using a questionnaire/questionnaire to employees at PT. Energia Transmedia Bekasi. While secondary data is data that has been collected by other parties and was available at the time the research was conducted. Secondary data in this study were obtained from the documentation at PT. Energia Transmedia Bekasi.

Validity test

(Ghozali & Latan, 2015) reveals that the validity test is used to measure whether or not a questionnaire is valid. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The validity test was carried out by comparing the calculated r value (for each item it can be seen in the corrected item-total correlations column) with the r table value for the degree of freedom $d(F) = n-2$ with an alpha of 0.05. If r count is greater than r table and r is positive, then the item or question is said to be valid.

Reliability Test

Reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. According to (Ghozali & Latan, 2015) a questionnaire is said to be reliable or

reliable if a person's answer to a question is a questionnaire or is stable from time to time. Questionnaire items are said to be reliable if Cronbach's alpha > 0.07 and said to be unreliable if Cronbach's alpha < 0.07.

Classic assumption test

In estimating the regression model, there are basic assumptions that should not be violated so that the estimation results can be used as a basis for analysis. There are three problems that often arise that can result in not meeting the basic (classical) assumptions. In this research, normality test and heteroscedasticity test will be carried out.

Correlation Test

In simple terms, correlation can be interpreted as a relationship. However, when developed further, correlation can not only be understood in this sense. Correlation is one of the statistical analysis techniques used to find the relationship between two quantitative variables. The relationship between the two variables can occur because of a causal relationship or it can also occur by chance. Two variables are said to be correlated if a change in one variable will be followed by a change in the other variable in a certain way in the same direction (positive correlation) or opposite (negative correlation).

The formula is as follows:

$$r_{xy} = \frac{n \sum XY - (\sum X)(\sum Y)}{\sqrt{\{n \sum X^2 - (\sum X)^2\} \{n \sum Y^2 - (\sum Y)^2\}}}$$

Information:

r = correlation coefficient between X and Y

X = independent variable

Y = dependent variable

N = number of samples

Determination Test

The determination test essentially measures how far the model's ability to explain variations in the dependent variable (Ghozali, Imam; Ratmono, 2013). The coefficient of determination is used to find out how big the relationship of several variables is in a clearer sense. The coefficient of determination will explain how much change or variation of another variable. In everyday language is the ability of the independent variable to contribute to the fixed variable in percentage units.

The value of this coefficient is between 0 and 1, if the result is closer to 0 it means that the ability of the independent variables in explaining the variation of the variables is very limited. But if the result is close to 1, it means that the independent variables provide almost all the information needed to predict the variation of the variables.

Simple Linear Regression Test

Simple linear regression analysis is a linear relationship between one independent variable (X) and the dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variable (independent) and the dependent variable (dependent) whether positive or negative and to predict the value of the dependent variable if the value of the independent variable increases or decreases. The data used are usually on an interval or ratio scale.

Simple Linear Regression Formula as follows:

$$\tilde{Y} = a + Bx$$

T-test

This test aims to test the effect of the independent variables on the dependent variable by assuming the other variables are constant. The test results t-statistics are:

1. If $siq < 0.05$ t count > t table and the coefficient is negative, then the hypothesis

is accepted.

2. If $siq < 0.05$ $t \text{ count} < t \text{ table}$ and the coefficient is negative, then the hypothesis is rejected

RESEARCH RESULTS AND DISCUSSION

Respondent Description

The respondent's description is used to explain the description of the characteristics of the sample to be studied (respondents) which is processed on rough data through descriptive statistical calculations regarding the number and percentage of gender, age, and last education. The results of data analysis based on the characteristics of the respondents are shown in the following table:

Table 2. Characteristics of Respondents by Gender

Gender		Frequency	Percentage
Valid	Male	36	51.4%
	Female	34	48.6%
	Total	70	100%

Source: Data processed 2021

Table 2. shows the gender of the respondents are men with a total of 36 people or 51.4% while the rest are women, amounting to 34 people or with a percentage of 48.6%.

Table 3. Characteristics of Respondents by Age

Age	Frequency	Percentage
18-25 years	51	72.9%
26-30 years	15	22.9%
31-40 years	4	4.3%
>40 years	0	0%
Total	70	100%

Source: Data processed 2021

Table 3. shows the age of the respondents studied were 18-25 years as many as 51 people with a percentage of 72.9%, while 26-30 years as many as 15 people with a percentage of 22.9%, and 31-40 years as many as 4 people with a percentage of 4.3%, for those aged >40 years none (0).

Table 4. Characteristics of Respondents Based on Education Level

Education Level		Frequency	Percentage
Valid	MK	63	90.0%
	Other	7	10.0%

	MA	5	7.1%
	1	2	2.9%
	total	7	100.0

Source: Data processed 2021

Table 4. shows that respondents based on education level show that respondents with vocational education are 63 people or 90.0% while respondents with high school education are 5 people or 7.1%. and the rest from the S1 category 2 people or 2.9%.

Validity test

Based on the results of the SPSS test on the work environment variable (X) of the 15 statement items, this can be seen from the Rcount correlation value for each statement item which is greater than the Rtable value of 0.349. Thus, from 15 in the instrument, the validity requirements or statistically from the data can be used to measure further research.

Based on the results of the SPSS test on the employee performance variable (Y) of the 15 statement items, this can be seen from the Rcount correlation value for each statement item which is greater than the Rtable value of 0.349. Thus, from 15 in the instrument, the validity requirements or statistically from the data can be used to measure further research.

Reliability Test

The results of the work environment reliability test in this study can be seen from the following table:

Table 5. Work Environment Reliability Test Results (X)

Reliability Statistics	
Cronbach's Alpha	N of Items
0,968	15

Source: Data processed 2021

Based on the table above, Cronbach's Alpha value is 0.968. Thus, it can be concluded that the statement in this questionnaire is reliable because it has a Cronbach's Alpha value greater than 0.7.

The results of the employee performance reliability test (Y) in this study can be seen in the following table:

Table 6. Employee Performance Reliability Test Results (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
0,972	15

Source: Data processed 2021

Based on the results of the calculations in the table above, the results obtained are $0.972 > 0.7$ from 15 statements, it can be concluded that from each indicator the statement is reliable or stable from time to time.

Normality test

Table 7. One-Sample Kolmogorov-Smirnov Test

		Unstan dardized Residual
N		70
Parameters ^{a,b}	Normal	Mean
		.00000
		Std.
	Deviation	3.9648
Differences	Most Extreme	Absol
		.087
		Positi
	.043	
	Negati	
	ve	-.087
Test Statistic		.087
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data processed 2021

Based on the output of Unstandardized Residual above, it is known that the significant value is $0.200 > 0.05$, so it can be concluded that the data we tested are normally distributed.

Heteroscedasticity Test

Based on the analysis test through SPSS, it can be concluded that this research is free from the assumption of heteroscedasticity because the data points are not patterned and spread above and below or around the numbers 0 and 2.

Statistical Descriptive Test

Descriptive statistical analysis test is used to determine the description of the variables studied through the average (mean), maximum value, minimum value, Standard Deviation, range and variance.

Table 8. Descriptive Test of Work Environment Variables (X)

Statistics	
Work environment	
Valid	70
Missing	0

Mean	64 5000
Median	64 0000
Mode	64 00
Std. Deviation	4.0 3158
Variance	16 2540
Range	18 00
Minimum	57 00
Maximum	75 00

Source: Data processed 2021

Based on the table above, it can be seen that the number of respondents who filled out the questionnaire questions amounted to 70 people. Of the respondents who filled out the work environment questionnaire (X) the average value (mean) was 64,5000, the median (median) was 64,0000, the most frequent value (mode) was 64.00, the standard deviation was 4.03158, the variance was 16, 25400 range of 18.00, Minimum Value of 57.00 and Maximum Value of 75.00.

Table 9. Descriptive Test of Employee Performance Variables (Y)

Statistics

Employee performance

Valid	70
Missing	0
Mean	64.54571
Median	64.00000
Mode	64.00
Std. Deviation	4.03179
Variance	16.25714
Range	18.00
Minimum	57.00

Maximum	74.00
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Source: Data processed 2021

Based on the table above, it can be seen that the number of respondents who filled out the statement questionnaire was 70 people. Of the 70 respondents who filled out the employee performance questionnaire, the average value (mean) was 65,4571, the median value was 66,0000, the most frequent value (mode) was 64.00, the standard deviation was 4,70179, the variance was 22,107, the range was 18.00, Minimum Value of 56.00 and Maximum Value of 74.00.

Correlation Coefficient Test

Based on data analysis using the SPSS version 25 application, the correlation coefficient results can be obtained, as follows:

Table 10. Correlation Test Results

Correlations			
		Work environment	Employee performance
Work environment	Pearson Correlation		.692*
	Sig. (2-tailed)		.000
	N	70	70
Employee performance	Pearson Correlation	.692*	
	Sig. (2-tailed)	.000	
	N	70	70

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed 2021

Based on table 10, the person correlation value between the work environment variables and employee performance is 0.692, so it can be concluded that the work environment is positively related to employee performance with the degree of perfect correlation.

Determination Test

In this study, it can be seen how big the contribution of the Work Environment variable (X) to the Employee Performance variable (Y). Through the coefficient of determination (R²) using the SPSS program can be seen in Table 11. below:

Table 11. Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.692 ^a	.479	.472	5,87008

a. Predictors: (Constant), Work environment

b. Dependent Variable: Employee Performance

Source: Data processed 2021

Based on table 11. model summary, the R square value is = 47.9%. This shows that the percentage of the influence of the independent variable (work environment) on the dependent variable (employee performance) is 47.9%. While the remaining 52.1% is influenced by other variables not included in this study.

Simple Linear Test

The results of simple regression analysis can be seen in the following table:

Table 12. Simple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Std. Error	Standardized Coefficients		Sig.
		B			Beta		
	(Constant)	25.026	7.707			.247	.002
	Work Environment	.627	.119	.537	.256	.000	.000

a. Dependent Variable: Employee Performance

Source: Data processed 2021

From table 12 above, the calculation of the simple linear regression value obtained constant value (a) of 25,026 while the regression coefficient value of 0.627 so that the regression equation can be written as follows:

$$\hat{Y} = a + Bx$$

$$\hat{Y} = 25,026 + 0,627X + e$$

From these equations, the results of the simple regression equation mean that:

3. A constant of 25,026 if the work environment variable is assumed to be constant, then the employee's performance will increase by 25.026.
4. The value of the regression coefficient for the work environment variable (X) in the regression equation shows a positive value of 0.627, which means that if the work environment style variable increases by 0.627, then employee performance will increase by 0.627.

5. If X increases in one unit, then $Y = 25.026 + 0.627X$

From the conclusion of the regression coefficient, it can be concluded that the work environment affects the level of employee performance.

T-Test

The t test was used partially for each variable. The results of the t test can be seen in the coefficients table in the sig column (significance). If the probability value of t or significant <0.05, it can be said that there is an influence between the independent variables on the dependent variable. However, if the probability of t or significant value > 0.05, it can be said that there is no significant effect between each independent variable on the dependent variable.

Table 13. t-Test Results

Model	Coefficients ^a		Std. Error	Standardized Coefficients	Beta	Sig.
	Unstandardized Coefficients					
(Constant)	2.5026		7.707			.002
Work Environment	.627		.119	.537		.000

a. Dependent Variable: Employee Performance

Source: Data processed 2021

Based on table 13, this t-test was carried out by comparing the t-count value with the t-table at 0.05. From the results of the significant correlation coefficient test, the calculated value is 0.5256 while the t table value is 0.277 so $t \text{ count} > t \text{ table}$ then H_0 is rejected or H_a is accepted, meaning that the work environment affects employee performance.

Work environment is related to employee performance

Based on the results of the correlation coefficient analysis of the person correlation value, there is a relationship between environmental variables and employee performance of 0.692 with a significant level of 0.000 which means that the work environment variable has a positive relationship with performance. So it can be concluded that supervision is positively related to employee performance with a strong degree of correlation.

Work Environment Affects Employee Performance

The work environment has a significant effect on employee performance, this can be seen in the t test where t count 5.256 is greater than t table 0.277, the work environment variable has an influence on performance variables. Judging from the results of the study, it can be concluded that the magnitude of R determination (R Square) the percentage of the influence of the independent variable (the influence of the work environment) on the dependent variable (employee performance) is 47.9% while the remaining 52.1% is influenced by other variables not included in the model. this research. This shows that supervision is a factor that affects the performance of employees of PT. Energia Transmedia.

CONCLUSION

Based on the discussion, the authors draw the following conclusions:

1. The environment has a positive relationship to employee performance of 0.692. From the results of hypothesis testing through simple linear regression obtained a significant correlation (relationship) between work environment variables and employee performance variables at PT. Energia Transmedia, from the t-test results that the work environment has a significant level of 0.000 and the t-count value is 0.5256 while the t-table value is 0.232 so t-count is more than t-table then H_0 is rejected or H_a is accepted, meaning the work environment affect employee performance.
2. Work environment is very influential on employee performance with a significant value of $0.000 < 0.005$. So it can be said that there is an influence between the independent variables on the dependent variable partially. Through the coefficient of determination test in this study, the work environment contributes or influences employee performance by 47.9%, while the remaining 52.1% is influenced by other variables not included in this

research model.

Suggestion

To enrich and complete the results of this research, the authors provide suggestions that may later become input for the company or object under study in order to be able to add insight and knowledge as well as strategies in human resource management. Based on these conclusions, suggestions related to the following research can be presented:

1. So that PT. Energia Transmedia can improve and improve even more in the arrangement of the work environment for employees in increasing the comfort and ability of employees in carrying out their duties so as to improve individual employee performance and the organization in general.
2. With the results of the determination coefficient test which is still below 50%, it means that there are still many other variables that have not been included in this study that affect employee performance such as leadership, motivation, compensation and so on.

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