

The Influence of Human Relations, Social Work Environment and Work Motivation on Employee Performance

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ABSTRACT

In the ever-evolving landscape of contemporary business, the achievement and prosperity of organizations are inherently linked to the well-being and motivation of their workforce. This study focused on the Bali branch of Bank Negara Indonesia (BNI), aiming to test the influence of human relations, the social work environment, and work motivation on employee performance using organizational behavior and human resources theories. The research employed a quantitative method involving a questionnaire with a sample of 56 participants. Data processing was conducted using SPSS version 24, and the study addressed four hypotheses. The research findings are as follows: Human relations influences employee performance but is not statistically significant. Similarly, the social work environment also influences employee performance but is not statistically significant. In contrast, work motivation has a significant effect on employee performance. When considered together, human relations, the social work environment, and work motivation variables have a simultaneous and significant influence on employee performance. It is noteworthy that the implications of these variables' influence are more pronounced and dominant in enhancing performance.

Keywords: *Employee Performance, Work Motivation, Human Relations, Social Work Environment, Organizational Behavior*

ABSTRAK

Dalam konteks bisnis yang terus berkembang pesat, pencapaian dan keberhasilan sebuah organisasi secara alami terkait erat dengan kesejahteraan dan motivasi tenaga kerjanya. Penelitian ini difokuskan pada karyawan Bank Negara Indonesia (BNI) cabang Bali, dengan tujuan menguji dampak hubungan antar manusia, lingkungan kerja sosial, dan motivasi kerja terhadap kinerja karyawan menggunakan teori perilaku organisasi dan sumber daya manusia. Penelitian ini menggunakan metode kuantitatif yang melibatkan kuesioner dengan partisipasi 56 responden. Pengolahan data dilakukan dengan menggunakan SPSS versi 24, dan penelitian ini menguji empat hipotesis. Hasil penelitian menunjukkan hal-hal berikut: Hubungan antar manusia berpengaruh terhadap kinerja karyawan, meskipun tidak signifikan secara statistik. Sementara itu, variabel lingkungan kerja sosial juga memiliki dampak pada kinerja karyawan, namun juga tidak signifikan

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secara statistik. Motivasi kerja ternyata memiliki pengaruh yang signifikan terhadap kinerja karyawan. Ketika dianalisis secara bersama-sama, variabel hubungan antar manusia, lingkungan kerja sosial, dan motivasi kerja memiliki dampak simultan yang signifikan pada kinerja karyawan. Perlu ditekankan bahwa implikasi dari pengaruh variabel-variabel ini lebih tampak dan mendominasi dalam meningkatkan kinerja.

Kata kunci: Kinerja Karyawan, Motivasi Kerja, Hubungan Manusia, Lingkungan Kerja Sosial, Perilaku Organisasi

INTRODUCTION

In the dynamic landscape of contemporary business, the success and prosperity of organizations are intrinsically tied to the well-being and motivation of their workforce (Ankli & Palliam, 2012). The intricate web of factors influencing employee engagement and overall organizational effectiveness is the linchpin of success. Understanding the nuanced interplay among these factors is of paramount importance for companies striving for excellence in their respective industries. In today's fiercely competitive global market, the ability not only to attract but also to retain top talent is a strategic necessity (Aguinis et al., 2012).

The workforce stands as a company's most valuable asset, and optimizing its performance is vital for long-term sustainability and growth. It is within this context that this research seeks to delve into the intricate dynamics that underlie organizational success. The pursuit of excellence in organizations encompasses a broad spectrum of factors, from the quality of interpersonal relationships among employees to the broader social work environment in which they operate. Motivating employees to perform at their best represents a fundamental challenge faced by organizations, and comprehending the drivers of motivation is key to unlocking untapped potential (Das & Baruah, 2013).

Robbins and Judge (2017) assert that job satisfaction is an evaluation reflecting employees' feelings and behaviors, as well as their level of contentment with their work. Lovett et al. (2004) emphasize that job satisfaction is an intriguing and significant issue due to its proven benefits for individuals, industries, and society at large. To foster job satisfaction, companies can initiate the process by cultivating harmonious working relationships. Martinsons & Chong (1999) highlights that human relations are a pivotal requirement for successful communication among individuals, within company agencies, or within an organization. Xanthopoulou et al. (2009) underscore that human relations wield a positive and significant impact on job satisfaction, as conducive relationships can directly enhance employee job satisfaction.

Bugdol (2018) defines work discipline as a managerial action to encourage members of an organization or company to comply with various regulations and standards. According to Hansen et al. (2011), displaying good discipline reflects a person's strong sense of responsibility for assigned tasks. Job satisfaction can also be influenced by motivation. Malhotra & Mukherjee (2004) underscore that work discipline exerts a positive and significant influence on job satisfaction, as discipline emerges as the dominant factor. Thus, its enhancement becomes imperative for realizing job satisfaction expectations and fostering workplace contentment.

Human relations, serving as a channel for interpersonal communication, delves into the psychological realm of understanding one another's thoughts and emotions, and jointly taking action. To foster communication characterized by intimacy, centered on the exchange of personal information and social matters, careful consideration of communication becomes pivotal. Harmonious human relations, cultivated through awareness and the willingness to harmonize individual desires for the sake of common interests, foster strong integration. This, in turn, stimulates productive and creative collaboration aimed at achieving shared objectives (Nwafor, 2023). Within harmonious working relationships, employees find comfort and ease in completing their tasks.

Motivation serves as the driving force, the energy propelling employees toward the attainment of a company's organizational goals. As elucidated by Hoff et al. (2019), it represents a condition or energy that directs and sustains positive behaviors within the work environment. As businesses grapple with the demands of a rapidly changing world, this research aspires to shed light on the multifaceted nature of these critical factors and their collective impact on organizational outcomes. In an era defined by an unrelenting quest for innovation, adaptability, and competitiveness, the insights gleaned from this study aim to offer valuable guidance to businesses navigating the complex terrain of contemporary business environments.

The aim of this research is to delve into the intricate dynamics that underlie organizational success, with a specific focus on the Bali branch of Bank Negara Indonesia (BNI). This study seeks to test the influence of human relations, the social work environment, and work motivation on employee performance, utilizing organizational behavior and human resources theories.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The grand theory used as the basis for this research is Organizational Behavior and Human Resources. Organizational behavior studies the impact of individuals, groups and collectives on the emergence of various behaviors in organizations with the aim of increasing organizational effectiveness. The behavior of all individuals basically has basic consistency. Behavior does not appear randomly, but can be predicted and then modified according to the differences and uniqueness of each individual (Robbins and Judge, 2017).

The Human Relations theory, as proposed by previous experts, particularly Effendy (1993), revolves around Human Persuasive Interpersonal Communication Theory. This theory pertains to face-to-face communication aimed at instilling enthusiasm and promoting productive cooperation, fostering feelings of happiness and satisfaction between both parties involved, be it managers, employees, or other individuals within an organization or company. It underscores the importance of managers engaging in human relations through interpersonal communication. The rationale behind this emphasis is that when managers employ group communication or media communication, the depth of understanding is compromised.

Human Relations indicators serve as crucial metrics for attaining specific objectives within an organization, spanning multiple dimensions. To begin with, Relationships with Colleagues encompass the interactions and associations among employees within the company. Second, Relationships with Superiors are of paramount importance, focusing on the dynamics between senior personnel and their junior counterparts within the organizational hierarchy. Lastly, the Relationship with Service Users dimension highlights the significance of connections formed between employees and the service users they engage with or serve. These dimensions collectively contribute to the evaluation and improvement of human relations in the workplace, emphasizing their role in fostering a harmonious and productive work environment (Gehrels & Suleri, 2016).

The work environment is a space where various groups operate, equipped with several facilities aimed at achieving the company's goals in alignment with its vision and mission. It encompasses all the tools and materials encountered, as well as the surrounding surroundings in which a person works, their work methods, and arrangements, whether as an individual or within a group. Drawing from the insights of several experts, it can be deduced that the work environment comprises the facilities and infrastructure that facilitate all employee activities in the workplace.

According to Searcy et al. (2016), there are several key indicators that significantly influence the work environment within an organization. Firstly, the workplace building itself plays a crucial role; beyond its aesthetic appeal, it must prioritize occupational safety to ensure that employees feel both comfortable and secure in carrying out their tasks. Additionally, the availability of adequate work equipment is essential, as it directly supports employees in the efficient completion of their responsibilities within the company. Moreover, company facilities play a vital role in assisting employees in their

work, and organizations should consider humane aspects such as providing post-work resting facilities. Furthermore, the presence of transportation facilities is vital, ensuring that employees can arrive at work punctually, whether through company-provided transportation or public options. Lastly, the indicator of co-worker relationships at the same level underscores the importance of harmonious and non-intriguing interactions among colleagues. Building strong, familial relationships among co-workers can significantly influence employee retention within an organization.

Amos et al. (2009) state that human resource management basically contains the steps of planning, attracting, selecting, developing, maintaining and using human resources to achieve certain goals, both individual and organizational goals. The success of managing a business company is largely determined by the effectiveness of human resource utilization activities. In this case, a manager must have techniques that can maintain job performance and satisfaction, including by providing motivation to employees so they can carry out their duties in accordance with applicable regulations.

Motivation serves as the driving force, the energy propelling employees toward the attainment of a company's organizational goals. As elucidated by Hoff et al. (2019), it represents a condition or energy that directs and sustains positive behaviors within the work environment. Those with a low need for achievement may opt for easy tasks to avoid failure or tasks with high difficulty to mitigate the embarrassment of failure. In contrast, individuals with a high need for achievement tend to choose moderately challenging tasks that both stimulate them and remain achievable, often displaying a penchant for seeking challenges and a high level of independence.

Today, organizational performance has come under the public spotlight, largely due to the emergence of a climate characterized by democratization and openness. Furthermore, there has been a longstanding challenge in objectively measuring the success or failure of an organization in fulfilling its core tasks and functions. This challenge arises from the absence of a comprehensive performance measurement system capable of providing insights into an organization's level of success. In conceptual terms, performance can be viewed through two primary dimensions: employee performance, which represents the outcomes of individual work within the organization, and organizational performance, which encapsulates the priority outcomes achieved by the organization as a whole. The achievement of organizational objectives is reliant on the active participation of employees who serve as key contributors in the pursuit of these goals.

Arter & McTighe (2001) have introduced three essential criteria for assessing performance that hold relevance across diverse contexts. First and foremost, "work quality" examines the extent to which the processes or outcomes of activities align with standards of perfection or meet predefined objectives. This criterion underscores the importance of precision and excellence in task execution. Secondly, "work quantity" focuses on the sheer volume of output, whether measured in currency, units, or completed activity cycles. This metric provides insights into the productivity and output levels associated with specific tasks or endeavors. Lastly, "cooperation" emphasizes the value of collaborative efforts, where individuals or larger groups work together in harmony, guided by shared goals and agreed-upon methodologies. This stands in contrast to isolated and competitive approaches, highlighting the significance of teamwork and synergy in the pursuit of common objectives. Together, these criteria form a robust framework for evaluating and enhancing performance across a wide range of domains.

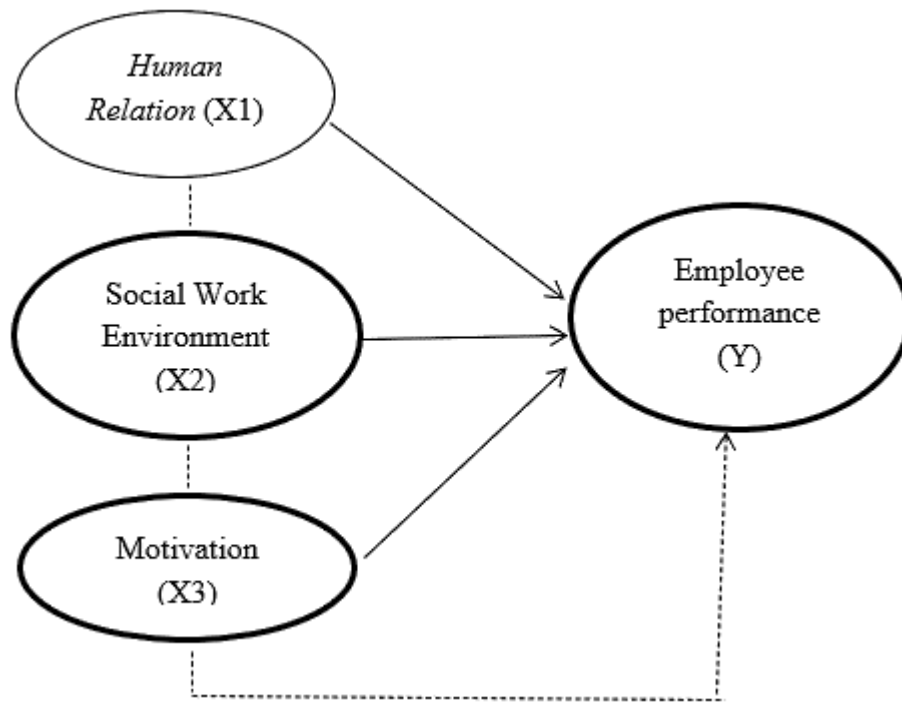


Figure 1. Research Framework

- H1. Human Relations have a positive and significant effect on performance.
- H2. The social work environment has a positive and significant effect on performance.
- H3. Work motivation has a positive and significant effect on performance.
- H4. Human Relations, Social Work Environment, and work motivation have a positive and significant effect on Performance.

RESEARCH METHODS

The study begins by defining the population, consisting of all employees of state-owned banks in Bali Province, totaling 125 individuals. To ensure a representative sample, a meticulous random sampling technique was applied, resulting in the selection of 56 employees from BNI Bank in Bali Province. In this research, quantitative methods are employed for data collection, utilizing various techniques such as questionnaires, observations, and interviews. Subsequently, data analysis is conducted using SPSS Version 24, which involves comprehensive procedures including multiple regression, validity and reliability tests, t-tests, ANOVA tests, and determination analysis. It is important to note that the population characteristics are based on specific qualities and attributes outlined by the researchers for the purpose of investigation. In determining the appropriate sample size, the researchers strictly adhered to the Slovin formula's guidelines, which prescribed a margin of error of 10%.

RESULTS

Litwin and Fink (1995) state that validity testing serves to ascertain the precision of the measurements taken. Validity is confirmed for each statement when it produces a total corrected item coefficient of 0.70 or higher. The outcomes of the validity testing for the research tool are displayed in Table 1. Based on the results of data processing, as shown in Table 1, when the Cronbach Alpha value is equal to or greater than 0.60, the variable is considered reliable.

According to Table 2, it is evident that each variable under examination possesses a Cronbach Alpha value exceeding 0.60. Therefore, it can be affirmed that each variable is supported by valid and reliable statement items, enabling the progression to the next stage of data processing.

Table 1. Validity Test Results

Statement items	Corrected item total	Cut off	Info
X _{1.1}	0.715	0.70	Valid
X _{1.2}	0.876	0.70	Valid
X _{1.3}	0.803	0.70	Valid
X _{2.1}	0.729	0.70	Valid
X _{2.2}	0.751	0.70	Valid
X _{2.3}	0.919	0.70	Valid
X _{2.4}	0.771	0.70	Valid
X _{2.5}	0.771	0.70	Valid
X _{3.1}	0.736	0.70	Valid
X _{3.2}	0.707	0.70	Valid
X _{3.3}	0.771	0.70	Valid
Y _{1.1}	0.742	0.70	Valid
Y _{1.2}	0.896	0.70	Valid
Y _{1.3}	0.792	0.70	Valid

Table 2. Reliability Test Results

Variable	Statistical reliability		
	Cronbach's alpha	Item	Information
	0.826	14	
Human Relation (x1)	0.801	3	Reliable
Social Work Environment (x2)	0.859	5	Reliable
Work Motivation	0.806	3	
Employee Performance (y)	0.810	3	Reliable

Based on the F-test or ANOVA, it is observed that the F-value is 13.932, with a significance value of 0.000. Since the significance value is less than 0.05, it can be concluded that the variables of human relations, social work environment, and work motivation collectively influence employee performance. As a result, all the variables utilized by the researchers are deemed acceptable.

Table 3. Hypothesis Testing

Hypothesis	Beta Coefficient	t-value	p-value	Verification	Confirmation
Human Relations → Performance	-0.086	-3.961	0.586	>0.05	Rejected
Social Work Environment → Performance	0.142	2.629	0.532	>0.05	Rejected
Work Motivation → Performance	0.880	5.154	0.000	<0.05	Accepted

Based on the results of data processing using SPSS version 26, the outcomes of the t-test analysis reveal several insights concerning the variables under investigation. Firstly, the human relations variable shows a t-value of -0.086 and a significance level of 0.586, both of which exceed the 0.05 threshold. This implies that human relations influence employee performance, albeit without statistical significance. Secondly, in the case of the social work environment variable, it becomes evident that the significance value is 0.532, with a corresponding t-value of 0.629. These figures also surpass the 0.05 threshold, indicating that the social work environment variable influences employee performance. However, this influence lacks statistical significance.

Thirdly, the work motivation variable exhibits a significant value of 0.000 and a t-count of 5.154, both of which meet the 0.05 threshold. This signifies that the work motivation variable significantly and meaningfully affects employee performance. Lastly, when considering the combined impact of human relations variables, social work environment variables, and work motivation variables, the analysis indicates a significant influence of 0.668 or 66.80 percent on employee performance. These findings shed light on the distinct effects of these variables and their collective influence on employee performance in this study.

The outcomes derived from the regression equation provide valuable insights into the relationship between each independent variable and the dependent variable, as indicated by the coefficients associated with each independent variable. The interpretation of the regression equation unfolds as follows. Firstly, the coefficient value of the X1 variable, representing human relations, stands at -0.086, signifying a negative direction. The Sig value for this variable is 0.586. These findings suggest that the X1 variable, human relations, negatively impacts employee performance at a significance level of 0.1.

Secondly, when examining the variable X2, denoting the social work environment, its coefficient value is 0.042, reflecting a positive direction. The Sig value is 0.532, signifying that the X2 variable, the Social Work Environment, positively influences employee performance at a significance level of 0.1. Thirdly, for the variable X3, representing Work Motivation, the coefficient value is 0.880, demonstrating a positive direction. The Sig value is 0.00, highlighting the significant effect of the X3 variable, work motivation, on employee performance at a significance level of 0.1. These interpretations reveal the distinct influences of these variables on employee performance within the scope of the study.

DISCUSSION

The discussion delves into the outcomes of our data analysis, aligning them with the relevant theoretical framework and building upon prior research. Firstly, our findings resonate with previous research that has emphasized the significant and positive impact of human relations on employee performance (Samwel, 2018; Hartati, 2020). The notable significance value reaffirms the robust correlation between the human relations variable and employee performance at the BNI Bali branch, echoing the importance of harmonious workplace relationships highlighted in prior studies.

In contrast, our results regarding the social work environment variable are in line with research indicating a positive effect on employee performance (Ajala, 2012). However, the significance value, while not substantial, aligns with previous research suggesting a weaker correlation between the social work environment and performance. This underscores the relevance of improving company facilities and employee amenities, a point echoed in prior literature focusing on the importance of the physical work environment (Taheri et al., 2020).

Furthermore, the findings regarding the work motivation variable build upon extensive research highlighting the positive influence of motivation on employee performance (Deci & Ryan, 1985). The significant significance value underscores the robustness of this correlation, with the research emphasizing the role of specific motivation factors, consistent with prior studies such as Chien et al.'s (2020).

Additionally, this research uncovers an interesting connection between human relations and work motivation, which aligns with studies emphasizing the role of positive interpersonal relationships in fostering motivation (Pandey et al., 2008). This nuanced relationship adds depth to our understanding of the dynamics at play within the organization.

Lastly, the coefficient of determination underscores the collective influence of the studied variables on employee performance. This resonates with prior research on the multifaceted nature of factors affecting performance in organizations (Hackman & Oldham, 1980; Pandey, 2019). It's essential to acknowledge that, like previous studies, the research recognizes the presence of unexamined variables that also contribute to employee performance, indicating avenues for future research and exploration.

CONCLUSION AND SUGGESTION

In the realm of human relations, nurturing harmonious relationships among colleagues within a company emerges as a crucial aspect. It is imperative to maintain a workplace environment where interactions are characterized by mutual respect and cooperation. Additionally, cultivating relationships between superiors and subordinates is essential for effective organizational functioning. Furthermore, when employees engage with service

users, creating positive and productive relationships becomes paramount. In this context, Human Relations plays a pivotal role in ensuring the success of interpersonal interactions and collaborations.

As for the social work environment, it is imperative to create workplaces that are not only aesthetically pleasing but also prioritize occupational safety. Such environments are designed to enhance employee comfort and a sense of security during work-related tasks. Furthermore, providing the necessary facilities within the company can significantly contribute to the well-being and efficiency of the workforce. Ensuring that employees have access to amenities such as rest areas and reliable transportation options can significantly improve their overall work experience.

When considering work motivation, a key focus should be on addressing the need for affiliation, cultivating an environment where individuals can form close, cooperative, and friendly relationships with their peers. This social dimension of motivation can contribute positively to the workplace atmosphere. Lastly, in the context of employee performance, the emphasis should be placed on striving for excellence. This involves ensuring that work processes and outcomes align as closely as possible with predefined goals, ultimately leading to the optimization of individual and organizational performance.

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