

Original Research Article

WORK ETHOS AS MEDIATOR THE INFLUENCE OF HUMAN RELATION AND PHYSICAL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

Abstract:

Aims: The previous survey showed that employee engagement in Indonesia is shallow. This study attempts to test The Effect of Human Relations and the Physical Work Environment on Employee Performance Through Work Ethos.

Study Design / Methodology: Data was obtained by distributing questionnaires to 70 respondents, namely Batu City Tourism Office employees in Indonesia. Using saturated sampling techniques. The data used is primary data from questionnaires and secondary data in documents. Data analysis was performed using Smart PLS.

Results: Human relations and the physical work environment positively and significantly affect employee performance. Meanwhile, work ethic has a positive effect on employee performance. Then work ethic mediates human relations and the physical work environment on employee performance.

Implication: The results of this study can be used by the Batu City Tourism Office to continue to improve and develop human relations, employee work ethics, and physical work environments so that employee performance increases.

Keywords: Human Relations, Physical Work Environment, Employee Performance, Work Ethics

1. INTRODUCTION

The core of successful management is leadership, while the core of leadership is human relations. The good and bad of management depends on the good and bad of leadership, while the leadership depends on the good and bad of human relations applied by the agency [1]. good relations between employees and fellow employees and employees with superiors in certain agencies. Human relations is not just an interaction or relationship between humans in general but has a purpose in changing attitudes and views towards something so that someone involved in the interaction can act as

expected solely to achieve organizational goals. Human relations can also be influenced by the physical work environment and work ethic [2]. The research results show that work ethic positively and significantly affects performance [3]. The results of the research show that human relations have a positive and significant influence on employee performance, and the work environment has a positive and significant effect on employee performance [4] [5] [6]. Research [7] shows that human relations and work environment conditions significantly affect employees'

work ethic. The work environment affects performance [8] [9] [10] [11] [12]. Work ethic has a positive effect on performance [13]. Human relations to the work environment have a positive and significant effect [14].

In contrast to the research results, human relations do not have a positive and significant influence on performance [15]. Stated that the work environment has no effective or negative effect on work ethic [16]. Meanwhile, research [17] shows that the physical condition of the domain is not positive and significantly impacts work ethics. Work ethics is proven to be positive and substantially affects performance. The results of human relations and physical environmental conditions on work ethic positively impact performance. Based on the research gap, this study aims to re-analyze how human relations and physical work environment conditions influence employee performance through work ethic at the Batu City Tourism Office.

2. Literature Review and Hypotheses

Performance is activities carried out by a person concerning work assignments in a company, department, or organization, carried out according to their potential to produce something meaningful for the organization, the wider community, or the community [18]. Employee performance is a function of the interaction between ability and motivation. Three indicators are used to measure employee performance: quantity, quality, and timeliness [19].

Human relations are interpersonal communication that occurs in an

organization or company that is oriented to human behavior (action-oriented), as explained by [20]; human relations are human relations that are included in interpersonal communication because it takes place in general, between two people in a dialogical manner. It is said that human relations are communication because they are action-oriented, containing activities to change a person's attitude, opinion, or behavior. Human relations indicators, according to Istijanto [21], are relationships with colleagues, relationships with superiors, relationships with clients, and relationships with the community. In previous studies, human relations significantly affect performance [4] [22].

H1: Human Relations directly affect employee performance.

That although it is believed that the physical environment is not the main factor in increasing employee productivity, the physical environment factor is a variable that management experts need to take into account in its effect on increasing productivity, for that reason, to maximize H.R. management capabilities, both factors large influence to small influence factors must be collected in a synergistic management unit [23]. The indicators of the physical work environment, according to Sedarmayanti [24], are lighting/light at work, temperature at work, humidity at work, air circulation in the workplace, and noise at work. Smells at work, colors at work, decorations at work, music at work. Previous research has stated that the physical work environment has a positive and significant effect on performance [5] [6] [22].

H2: The physical work environment has a direct effect on employee performance

Work ethic is a set of basic attitudes, or views employees hold to assess work as a positive thing for improving the quality of life, thus influencing work behavior in the organization [25]. According to Miller and Whoer [26], there are seven measurements of work ethic: independence, morality, free time, hard work, centralization in work, wasted time, and delay in gratification. The results of previous studies stated that work ethic

significantly influences performance [13] [17].

H3: Work ethic affects employee performance

H4: Work ethic mediates the influence of human relations on employee performance

H5: Work ethic mediates the effect of the physical work environment on employee performance

The research framework is presented in Fig.1 as follows

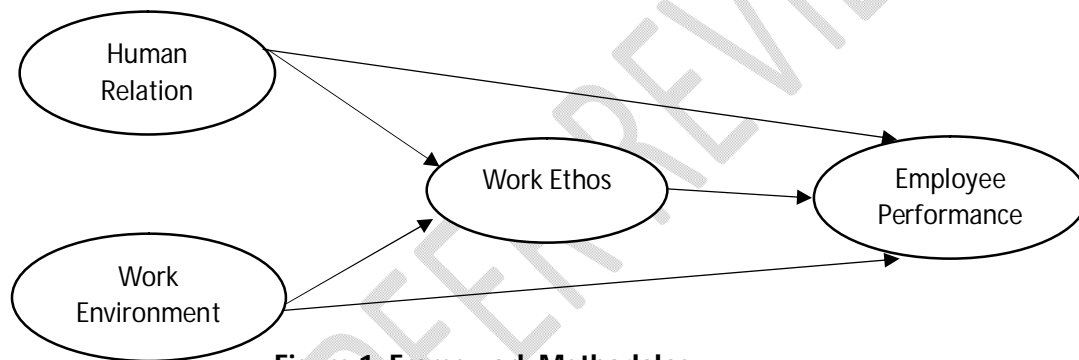


Figure 1. Framework Methodology

3. RESEARCH METHOD

Sources of data in this study are primary and secondary data. Secondary data is data obtained from research subjects and only as research support. Secondary data in this study is obtained from the Batu City Tourism Office. In comparison, primary data is data received and processed to conduct research through the distribution of questionnaires given to employees.

This type of research is explanatory research, which tests the hypothesized variables through a quantitative approach. In this study, the data is cross-sectional, namely, the data processed by the author through the results of distributing

questionnaires to respondents. The sample in this study amounted to 70 employees of the Batu City Tourism Office. The sampling technique used a saturated model, that is, from all populations the sample was sampled.

This research consists of four variables. Namely, the independent variables, namely Human Relations and Physical Work Environment; The mediating variable is work ethic; while the dependent variable is employee performance. Data analysis was carried out using path analysis-Smart PLS, also known as the path analysis model, where an influencing mediation exists between

the independent variable and the dependent variable.

4. RESULTS AND DISCUSSION

Based on the results of processing the validity of this research instrument, 42 statements from the four variables resulted in the overall statements used being declared valid. Table 1 shows the value of the r-count is greater than the r-table of 0.235. All of the statement items can be continued in the next stage. As for the results of the processing of the reliability test (Table 2), the four variables

used were declared reliable with a Cronbach Alpha value > 0.60.

Classic assumption test

The normality test results show that the distribution is normal at a level > 0.05. Meanwhile, for the multicollinearity test, the results of this study's regression model were free due to the variables of Human Relations, Physical Work Environment, and Work Ethic, VIF value < 10, and tolerance value > 0.10. Results of the linearity test were obtained in Table 3, which showed the data was linearly distributed because the p-value was 0.05.

Table1. Result Validity Test

Variable	Item	R-Count	Explanation	Variable	Item	R-Count	Explanation
Human Relation	X1.1	0,787	Valid	Employee Performance	Y.1	0,867	Valid
	X1.2	0,786	Valid		Y.2	0,698	Valid
	X1.3	0,851	Valid		Y.3	0,905	Valid
	X1.4	0,901	Valid		Y.4	0,856	Valid
	X1.5	0,804	Valid		Y.5	0,918	Valid
	X1.6	0,859	Valid		Y.6	0,883	Valid
	X1.7	0,787	Valid				
Work Environment	X2.1	0,700	Valid	Work Ethos	Z.1	0,789	Valid
	X2.2	0,849	Valid		Z.2	0,867	Valid
	X2.3	0,865	Valid		Z.3	0,856	Valid
	X2.4	0,883	Valid		Z.4	0,841	Valid
	X2.5	0,802	Valid		Z.5	0,357	Valid
	X2.6	0,875	Valid		Z.6	0,871	Valid
	X2.7	0,805	Valid		Z.7	0,928	Valid
	X2.8	0,875	Valid		Z.8	0,864	Valid
	X2.9	0,854	Valid		Z.9	0,818	Valid
	X2.10	0,837	Valid		Z.10	0,858	Valid
	X2.11	0,700	Valid		Z.11	0,598	Valid
	X2.12	0,849	Valid		Z.12	0,900	Valid
	X2.13	0,700	Valid				
	X2.14	0,849	Valid				
	X2.15	0,865	Valid				
	X2.16	0,883	Valid				
	X2.17	0,802	Valid				

Source: processed

Table 2. Result Reliable Test

Variable	Cronbach Alpha	Explanation
Human Relation	0,920	Reliable
Work Environment	0,970	Reliable
Employee	0,891	Reliable
Performance	0,923	Reliable
Work Ethos		

Source: processed

Table 3. Result Linearity Test

Variable	Significant	Explanation
X1 – Y	0,83	Linear
X2 – Y	0,635	Linear
Z – Y	0,432	Linear

Source: processed

Table 4. Result Hypothesis Test

Test Regression	R Square	Standardized Coefficients Beta	Significant	Explanation
H.R. - EP	0,255	0,505	0,000	Effect
WE - EP	0,260	0,510	0,000	Effect
Work Ethos - EP	0,584	0,764	0,000	Effect
HR WE to E.P. via Work Ethos	0,669	0,853	0,000	Effect

Source:

processed

Based on Table 4, it is known that human relations have a direct and significant influence on performance, which means that H1 is accepted. Likewise, there is an immediate effect for the physical work environment on performance because the significance value is less than 0.05, meaning that H2 is accepted. Furthermore, work ethic on performance also has a direct and significant effect, which means that H3 is accepted. Then human relations and the physical work environment directly and significantly affect performance with work ethic as a mediation, meaning H4 is taken.

The value of R Square in Table 3 shows that the contribution of human relations, physical work environment, and work ethic to performance is 66.9%, while the remaining 33.1% is the contribution of other variables not examined.

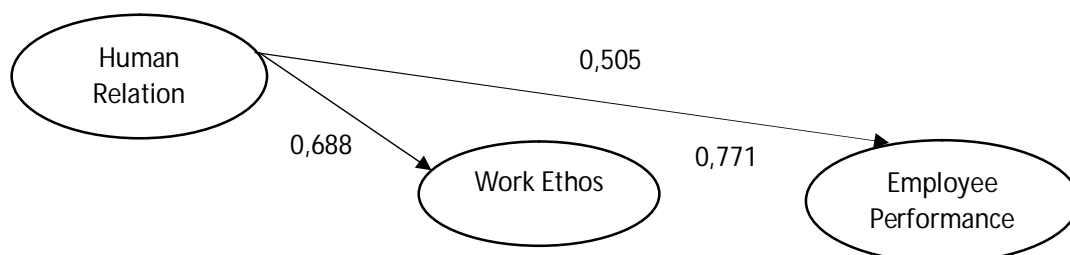




Figure 2. Result Path Analysis

Based on Figure 2, it is known that there is a direct influence between human relations on employee performance, which is 0.505. This means that according to [1], the core of successful management is leadership. In contrast, the essence of leadership is human relations, the good and bad of control depends on the good and bad of leadership. In contrast, supervision depends on the good and bad of human relations applied by the agency. It is a good relationship between employees and fellow employees and employees with superiors in the agency. Human relations is not just an interaction or relationship between humans in general but has a purpose in changing attitudes and views towards something so that someone involved in the exchange can act as expected solely to achieve organizational goals. Supported by research conducted [22] [28] [29] [30], which shows that human relations have a significant positive effect on employee performance. That is, if human relations between superiors and subordinates or co-workers are managed properly, it can improve the performance of the Batu City Tourism Office employees. Human relations improvement can be done by maintaining tolerance between employees, respecting each other, accepting colleagues' opinions, and maintaining relationships between fellow employees and superiors/subordinates.

Furthermore, the physical work environment on employee performance is

known to have a direct and positive effect of 0.510. Supported by research conducted by [6] [30] [32] [34] in his research which shows that the work environment has a significant positive influence on employee performance. That is, a good, clean, comfortable, and safe physical work environment can improve the performance of the Batu City Tourism Office employees.

Then for work ethic on employee performance, it shows a direct and positive effect, 0.771. Supported by research conducted by [17]. This means that if the work ethic of the Batu City Tourism Office employees increases, the employee's performance will also increase. Work ethic can be improved by working hard, being independent and not depending on other co-workers, having morality, and making the best use of free time.

Meanwhile, human relations on employee performance mediated by work ethic showed a positive effect of 0.688. Supported by research conducted by [27] [31]. This means that work ethic can judge human relations on the performance of Batu City Tourism Office employees. The physical work environment on employee performance is mediated by the work ethic of a positive direct effect equal to 0.705. This is supported by research conducted by [3]. That is, the work ethic can mediate the physical work environment on the performance of the Batu City Tourism Office employees.

4. CONCLUSION

Based on the results of the study, Human relations have a direct influence on the performance of the employees of the Batu City Tourism Office. The existence of good human relations, namely by maintaining relationships between fellow/superiors/subordinates, mutual tolerance, and mutual respect, can improve employee performance because of a sense of security in the work environment. When human relations and the work

environment support improving employee performance at the Batu City Tourism Office, a work ethic can be formed and mediate this relationship. Furthermore, the city tourism office in Indonesia is expected to continue to develop human relations and keep the work environment safe and comfortable so that the work ethic can arise and improve. Based on this, employee performance is expected to continue to increase.

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