

# **Human Relations and Physical Environmental Conditions on Work Ethic and Performance**

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## **Abstract**

The purpose of the study was to determine and analyze the influence of human relations on employees' work ethic at PT. Dwira Masagena, Physical environmental conditions on work ethic, work ethic on employee performance at PT. Dwira Masagena, human relations on employee performance at PT. Dwira Masagena, physical environmental conditions on employee performance at PT. Dwira Masagena, human relations on employee performance through work ethic at PT. Dwira Masagena, physical environmental conditions on employee performance through work ethic at PT. Dwira Masagena. The research design is an online quantitative survey research using google Forms. The population in this study was 135 employees at PT. Dwira Masagena Sampling was done using a simple random sampling technique, using a saturated sample, i.e., the entire population was sampled. For a month, the questionnaires were circulated using the google form application as many as 135 respondents who filled out the complete return of the questionnaire and data analysis using Path Analysis (path analysis) processed using SPSS Amos software. The results obtained are: (1) human relations (relationships between humans) have a positive and significant effect on the work ethic of employees at PT. Dwira Masagena, (2) Physical environmental conditions have a positive and significant effect on work ethic, and (3) work ethic has a positive and significant effect on employee performance at PT. Dwira Masagena, (4) human relations have a positive and significant effect on employee performance at PT. Dwira Masagena, (5) the condition of the physical environment has a positive and significant effect on the performance of employees at PT. Dwira Masagena, (6) human relations have a positive and significant impact on employee performance through work ethic at PT. Dwira Masagena, (7) physical environmental conditions have a positive and significant impact on employee performance through work ethic at PT. Dwira Masagena.

## **Keywords**

Human Relations, Physical Environment Conditions, Work Ethic, Performance

## **1. Introduction**

Competition between companies currently is getting tighter, so companies are required to be able to compete and survive with their competitors. HR has an important role in a company because it is the most important thing of all the company's operational activities in achieving its goals both to obtain company profits and maintain the survival of a company. The company's ability to maintain its organization depends on how to increase the effectiveness and efficiency of human resources to the maximum.

Tamsan and Yusriadi (2022) revealed that the guidance of an organization's goals and the effectiveness of realizing the organization's objectives must be supported by all parties. It is what is meant as the guidance of the real goal. It means that a company must be able to build comfortable and conducive conditions or atmosphere where a leader can

guide and direct his subordinates to achieve their goals effectively, so that subordinates can feel that the company's goals are common. The relevant party in question is a leader in a company and its employees and subordinates.

Human relations conditions are not only limited to the physical form in which we work. The condition of human relations is a factor that is widely influenced by namely both marketing and facilities provided by organizations, colleagues, levels of competition, leadership, and communication. In addition, the condition of human relations shows various things around and surrounding employees' work in an agency. So, the condition of human relations that supports will keep employees afloat and reduce work stress, affecting employee performance in the agency.

So, it is natural that the organization's management prepares the right employee working conditions so that employees of an organization can work well. Tamsah et al. (2021) revealed that such as facilities in the office, office work support equipment, temperature, air circulation, cleanliness, lighting, noise, and others. While human relations are non-physical, all circumstances are related to work relations, both relationships with superiors and colleagues or relationships with subordinates. Cahaya et al. (2022) stated that Non-physical human relations conditions are the state of the employee's workplace environment related to a harmonious work atmosphere where good relationships or communication between superiors (horizontal relations). With a harmonious work and communication atmosphere, employees will feel at home and comfortable in the workplace so that the work done can be carried out properly, efficient, and effective.

According to Ilyas et al. (2022), With the relationship between employees, employees, especially leaders, can solve all problems related to the work situation and problems that will befall their employees both individually so that employees can be directed in a more productive direction. Good interaction between leaders and subordinates will cause a feeling of pleasure and have the spirit of employee work. The environmental situation in the company will be well established and foster an atmosphere of harmony so that the work can run safely and well. Rahawarin et al. (2020), that there are generally several elements of employee performance, among others: quantity of results, quality of results, timeliness of results, presence, ability to cooperate.

It can cause various problems in achieving performance at PT. Dwira Masagena. The achievement of work ethic and performance has not been maximized because there are still many phenomena in employees who have not been able to build relationships with fellow employees well. So, they cannot synergize with fellow employees between one division and another. It can cause the effect of employee work to be more unproductive, including the relationship between superiors to subordinates and a lack of effective communication within the company. It is also not supported by physical environmental conditions that are not conducive. The demand for narrow office space to make the work noiseless comfortable feel hot and sultry, with noisy noises. So, it often makes it not focused on carrying out work, and lighting in the workroom is not bright, vehicle parking lots for cars and motorcycles are limited. The phenomenon of phenomena that occur will certainly hinder employee productivity in achieving a company's goals.

## **2. Literature Review**

According to Gunawan et al. (2021), Human relations conditions are a more harmonious human relationship created on awareness and awareness that merges with individual desires to integrate common desires. The goal is to produce a strong enough integrase, encouraging productive and creative cooperation to achieve the same goals. According to Djaja, the function of Human Relations is as follows: a. Prevent misunderstanding between leaders and subordinates, b. Develop cooperation between leaders and subordinates, c. Can form effective teamwork, d. Deploy individuals in groups to a purpose. Employee human relations is a human relationship that employees always need. Its function is as a personal being and a social creature, The need for others to work together to achieve their life goals. Harmonious relationships will create a pleasant work atmosphere, which will affect employees' spirit in carrying out all their work.

Wibowo et al. (2021) defines human relations as all forms of relations, both formal and non-formal, to be carried out by the leadership against subordinates, by subordinates against fellow subordinates to foster intimate and harmonious cooperation to achieve the goals that have been set. According to Arifuddin et al. (2021), there are two meanings of human relations, namely: Human relations in a narrow sense is motivative persuasive communication that a person does face-to-face to change the attitudes, views, or behaviors of others in work situations and to arouse the excitement of cooperation and mutual satisfaction. Human relations in the broadest sense are persuasive communication that a person makes face-to-face to change the attitudes, views, or behaviors in all situations and all areas of life that cause satisfaction on both sides. According to Sukimi et al. (2019) stated that: human relations are interactions between a person and others either in a work situation or in a moral organization, Judging from his leadership, being responsible

in a group is the interaction of people towards a work situation whose work ethic to cooperate productively, so that economic satisfaction is achieved, Psychologically and socially.

Zacharias et al. (2021) revealed: that the physical work environment is all physically shaped circumstances that exist around the workplace so that it can affect employees either indirectly or directly. Meanwhile, according to Ahmad et al. (2021), the physical work environment is everything around the workers that can affect they are to carry out the tasks assigned to them. A good work environment where work can affect or improve performance. Further stated, Ikbal et al. (2021) said that a good physical work environment can not only increase employee productivity but increase employee work efficiency.

According to Sumarni et al. (2021), work ethic is an activity that a person does to achieve the goals that the organization wants to achieve. Work ethic is a certain national or racial group's character and character in a company. Mentions that work ethic is also the totality of the personality of each individual in (Islamia et al. 2021) states that in exploring, looking at and believing and giving meaning to something that encourages individuals to take action to achieve maximum results., quoted in (Nasriani et al. 2021; Nath et al. 2021; Suharyanto et al. 2021; Lionardo, Kurniawan, and Umanailo 2020; Kurniawan et al. 2021). Work ethic will not arise by itself but must be pursued seriously by going through a process usually controlled by involving all human resources in the system and supporting tools. The nation's success is based on the work ethic of every person and organization under the nation's auspices. According to Gani et al. (2019), work ethic is the key to unique success because it can also be fundamental to success at the personal, organizational, and social levels. The social level can start from the personal and organizational levels.

Various performance defenses are the level of achievement of results on the implementation of certain tasks. Here is the understanding of some, such as Tamsah et al. (2021) performance is the result of work that has a strong relationship with organizational strategy goals, consumer satisfaction, and economic contribution. Performance is a translation of performance which means the result of work or work achievement. And in a simple sense, performance is the result of the organization's work, which is done by employees and possibly following the instructions (manual), the direction given by the leadership (manager). Human relations conditions and employees can develop their reasoning at work. Yusriadi et al. (2019) argues that performance is the result of work produced by employees or real behavior displayed according to their role in the organization. The performance also means the results achieved by a person both quality and quantity under his responsibilities.

### **3. Methods**

#### **3.1 Sample Criteria**

The sample in this study was 135 respondents who were employees of PT. Dwira Masagena. Respondents with undergraduate education level 1 as many as 92 people (68.1%), and master's 6 people (4.4%) D1-D4 is 11 people (8.1%) and high school, 26 people or (19.3%). Respondents were 76 men (56.3%) and 59 women (43.7%). Furthermore, the age of respondents in the < 20-year-old range was ten people (7.4%), 21 -30 years was 64 people (47.4%), 31-40 years was 43 people (31.9%), 41-50 years, 12 people (8.9%) and 51-60 years were people (4.4%).

#### **3.2 Measurement**

A quantitative research method answers research problems related to data in numbers and statistical programs. A proposal and research report require a good understanding of these concepts to describe well approach and type of research, populations, samples, research instruments, data collection techniques, and data analysis (Sugiyanto 2008). While Sugiyono (2017) stated that the quantitative research method could be defined as a research method based on the philosophy of positivism. It is used to examine certain populations or samples. Data collection used quantitative/statistical data analysis research instruments to test the established hypothesis.

This study aims to analyze the relationship between human relations conditions and physical environmental conditions on the performance of outsourcing workers through the work ethic of employees of PT. Dwira Masagena. This research begins by examining existing theories and knowledge so that the causes of problems arise. These problems are tested to determine acceptance or rejection based on data obtained from the field. The data from the field is in the form of scores on the condition of human relations (relationships between humans) in the physical environment and the condition of human relations on employee performance in the form of quantitative figures. The type of research used is survey research. Survey methods obtain data from certain natural (not artificial) places. Still, researchers carry out treatments in data collection, for example by distributing

questionnaires, tests, structured interviews and so on. In this type of research, it gives a clear boundary about the data, because the intended influence is a power that exists or arises from something (people, things) that helps shape a person's character, belief, or actions. While measuring variables using the Likert scale marked from the number 1 to the number 5, the criteria strongly disagree to agree strongly. The measurement of independent variables is as follows: human relations (X1) is a harmonious human relationship created by awareness and willingness to fuse individual desires for integrated common interests. The goal is to produce strong integration, encouraging creative and productive cooperation to achieve common goals and goals.

Human relations have several indicators including 1. Communication: communication between its members is needed to achieve a common goal to build cooperation in a team. 2. Loyalty: A company will be able to grow rapidly if its employees have high work loyalty. 3. Mutual respect: Employees want their work to be appreciated, even though they must work actively. 4. Openness will be explained as openness must always be accompanied by wisdom, and if too much communication can guide and bring up misunderstandings. The physical environmental condition (X2) referred to in this study is a physical work environment is a condition where all physical conditions in the workplace can affect employee performance directly or indirectly. With this, the physical work environment can be seen that surrounds or affects the individual. It can be explained that this if the physical work environment focuses on the objects around the employee while working in the office, the physical condition of the work environment can be measured through several indicators, namely: cleanliness, lighting, air circulation, spatial planning, coloring, available equipment.

The intervening variables referred to in this study are the indicators of work ethic quoted in namely: Full of responsibility, High morale, Disciplined, Diligent and seriousness, Maintaining dignity and honor. The performance variable (Y2) in this study discusses the work of an employee who has achievements that are performed both in quantity and quality in carrying out their following his obligation in carrying out the task.

Which is cited by employee performance indicators as follows: 1. The quantity of work can be judged from the form measured from the total work seen from the results of one single number. 2. The quality of work results can be judged from the measured form concerned with quality and work success that can be achieved by assessment or others. 3. Efficiency in completing tasks in various ways carefully and efficiently. 4. Discipline of work Obey the applicable laws and regulations. 5. The initiative of the ability to choose and do all work properly and optimally without having to be directed can know what the obligation that must be done towards something that should be his obligation is. It strives to be better at doing some things, even in stressful situations and difficult circumstances. 6. Accuracy in the degree of conformity of the results of work measurements whether the work has achieved what goals have not been. 7. Leadership can influence and provide examples of how a leader can be a role model in achieving organizational goals. 8. Honesty is about nature, and honesty in the form of one of the traits that are difficult to apply. 9. Creativity is agility that involves the emergence of ideas or that involves the emergence of ideas (Table 1).

Table 1. Measurement of Variable

Variable/Dimension	Indicators	Items
Human Relation (X1)	▪ Communication	▪ Build good communication
	▪ Loyalty	▪ Companies can last a long time if their employees are loyal
	▪ Mutual Respect	▪ Able to appreciate fellow employees
Physical Environmental Conditions (X2)	▪ Hygiene	▪ With clean office conditions, employees will feel comfortable at
	▪ Lighting	▪ With bright office lights so that employees work well
	▪ Space coloring	▪ With a good color of office space, the atmosphere of working in the office will also feel comfortable and peaceful.
Work Ethic (Y1)	▪ Responsibility	▪ I have a high sense of responsibility for my work.
	▪ Discipline	▪ I always arrive at the office on time.
	▪ Diligent	▪ I always do the task according to the task that has been given
Performance (Y2)	▪ Quality	▪ I do tasks according to procedures and follow organizational standards.
	▪ Quantity	▪ I was able to achieve the work targets set by the organization
	▪ Timeliness	▪ I completed the task according to the predetermined time/on time

The measurement of the variables on the indicators of all variables in this study can be seen in table 1. The table also shows the main references used as the basis for each indicator in determining the manufacture of the questionnaires distributed.

#### 4. Result

To test whether a questionnaire in this study is to use the validity test to test the validity of research data using SPSS by using Pearson correlation product moments by using the principle of correlating or connecting between each item score or question with the total score obtained from the respondent's answer to the questionnaire. Then by completing the rehabilitation test to find out whether a questionnaire is reliable by conducting a rehabilitation test of the test results that are contested to show that the entire item on each variable is reliable or real. The results obtained show that the entire item on each variable is valid where the value  $r$ -calculates  $>$   $r$ -table. The SPSS-Amos test results are carried out after ensuring that all indicators can be used for the next process. The results show that all direct relationships built in the model have positive and significant values ( $\text{sig.} > 0.05$ ).

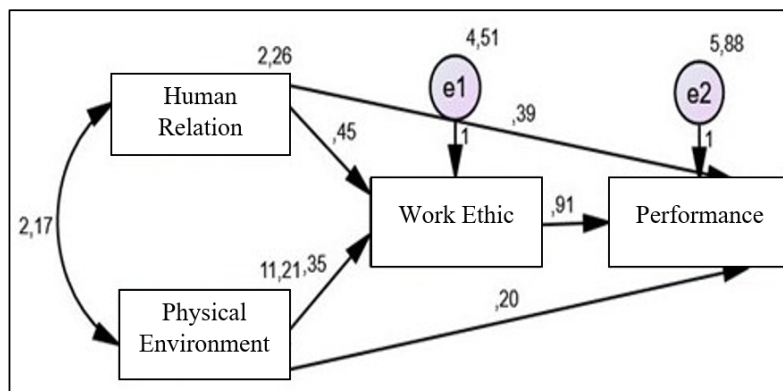


Figure 1. Direct and Indirect Effect Analysis

The path analysis test must previously use validity and rehabilitation tests to measure the entire questionnaire item spread through the questionnaire by using the google form of the entire items and then analyzed to measure how much the contribution to each variable tested.

Table 2. Validity Test

No.	Variable	r-count	r-table	Information
1	Human Relation	0,66	0,159	Valid
2	Physical Environmental Conditions	0,79	0,159	Valid
3	Work Ethic	0,82	0,159	Valid
4	Performance	0,83	0,159	Valid

Table 2 above shows that in the validity test, it can be seen that in the working daze variable, the value  $r$ -count  $>$   $r$ -table. So, it can be declared valid on the information technology variable shows the value  $r$ -count greater than  $r$ -table can be stated as valid. While in variable motivation produces a value  $r$ -count greater than  $r$ -table. So, it can be declared valid. So, it is concluded that all variable items are valid and on the performance variable with the result obtained  $r$ -count greater than  $r$ -table.

Table 3. Rehabilitation Test

Variable	N of Items	Cronbach's Alpha	Condition	Information
Human Relation (X1)	6	0,894	0,6	Reliable
Physical Environmental Conditions (X2)	12	0,895	0,6	Reliable
Work Ethic (Y1)	8	0,896	0,6	Reliable

Performance (Y2)	11	0,895	0,6	Reliable
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Table 3 is a design of the results of reliability statistics testing that displays the four variables, namely the first human relation variable with N of items 6, the Cronbach alpha value of 0.894 above 0.60 so that the variable is concluded reliably. The second is the variable of physical environmental conditions with an N of items of 12 with an alpha Cronbach value of 0.895 above 0.60. Variable physical environmental conditions have qualified to be called reliable. The third is the work ethic variable with N of item 8 with an alpha Cronbach value of 0.896 above 0.60. This condition is qualified to be called reliable. The fourth is a performance variable with N of Items 11 with an acquired Cronbach's alpha value of 0.895 above 0.60, so it can be said that the performance variable can be reliably attached.

Table 4. Testing the model hypothesis 1

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	4,999	3,844		1,300	,196
	Human Relation	,448	,136	,255	3,290	,001
	Physical Environment	,346	,061	,438	5,650	,000

Based on the regression output model 1 on the Coefficients section of the table, it can be known that the significance (Table 4) values of both variables are: The Human Relation variable (X1) in the standardized coefficients (Beta) column has a positive number of 0.255, and in the sig calculated column, several 0.001 is obtained sig. calculates  $0.001 < 0.05$ . The results explain that the human relation variable (X1) significantly affects the work ethic variable (Y1). The variable physical environmental condition (X2) in the standardized coefficient column obtained a positive number of 0.438 with a value of Sig.= 0.000 smaller than 0.05, so it can be concluded that the variable of physical environmental conditions (X2) to work ethic (Y1) has a very significant effect on the level of 0.000 below 0.01; The magnitude of the R2 or R Square value, which in the summary model can be seen in the R Square column, obtained a value of 0.353 or 35.3%. It means that the influence of human relations and physical environmental conditions on work ethic is 35.3%. The remaining 64.7% is a contribution of other variables outside this study; The magnitude of the error value in model 1 (structure 1) is SQRT (1-0.353), then e1 is 0.647 (Table 5).

Table 5. Model Hypothesis Testing 2

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-4,421	4,434		-,997	,321
	Human Relation	,390	,162	,147	2,399	,018
	Physical Environment	,199	,078	,167	2,543	,012
	Work Ethic	,911	,100	,605	9,135	,000

Based on the regression output model 1 on the Coefficients section of the table, it can be known that the significance values of both variables are: The Human Relation variable (X1) in the standardized coefficients (Beta) column has a positive number of 0.147, and in the sig count column, several 0.018 is obtained. Sig. calculates  $0.018 < 0.05$ . The results explain that the human relation variable (X1) significantly affects the performance variable (Y2). The variable physical environmental condition (X2) in the standardized coefficient column obtained a positive number of 0.167 with a value of Sig.= 0.012, more diminutive than 0.05, so it can be concluded that the variable of physical environmental conditions (X2) to performance (Y2) has a significant effect. The magnitude of the value of R2 or R Square, which in the summary model can be seen in the R Square column, obtained a value of 0.628 or 62.8%, which means that the influence of human relations and physical environmental conditions on performance affects performance 62.8%. The remaining 37.2% is a contribution of other variables outside this study. The magnitude of the error value in model 2 (structure 2) is SQRT (1-0.628), then e1 is 0.372.

#### 4.1 Calculating Direct Influence (Direct Effect)

The above equation is the magnitude of the direct influence of each free variable on the bound variable. The same can be seen in the summary in the Standardized Regression Weights table as follows (Table 6):

Table 6. Standardized Regression Weights: (Group number 1 – Default model)

			Estimate
Work Ethic	<---	Human Relation	0,255
Work Ethic	<---	Physical Environment	0,438
Performance	<---	Human Relation	0,147
Performance	<---	Physical Environment	0,167
Performance	<---	Work Ethic	0,605

#### 4.2 Standardized Indirect Effects (Group number 1 - Default model)

Table 7. Standardized Indirect Effects

	Physical Environment	Human Relation	Work Ethic
Work Ethic	0	0	0
Performance	0,265	0,154	0

Based on the Table 7 above, it can be calculated how much indirect influence of each variable through the work ethic as follows: The indirect effect of the human relation variable (X1) on Performance (Y2) through work ethic (Y1) is 0.154. The indirect influence of variable physical environmental conditions (X2) on performance (Y2) through work ethic (Y1) amounted to 0.265.

#### 4.3 Sobel Test

Sobel Test calculation is to determine the indirect influence of free variables (Exogenous) on bound variables (Y) through intervening variables. As a basis in the Sobel test, indirect influence requires path coefficient data from the unstandardized coefficient table, as can be seen in the following Table 8:

Table 8. Sobel Test

			Estimate	SE.
Work Ethic	<---	Human Relation	0,448	0,135
Work Ethic	<---	Physical Environment	0,346	0,061
Performance	<---	Human Relation	0,39	0,161
Performance	<---	Physical Environment	0,199	0,077
Performance	<---	Work Ethic	0,911	0,099

Then calculate the indirect influence on the graph of the path obtained in the SPSS Amos output table, namely (Table 9):

Table 9. Sobel Test

	Physical Environment	Human Relation	Work Ethic
Work Ethic	0,438	0,255	0
Performance	0,433	0,302	0,605

## 5. Discussion

Based on the results of research that has been conducted through testing the influence of human relations on work ethic, which shows that human relations have a positive and significant effect on work ethic in PT. The result is evidenced through testing where the significant value in the Human Relation variable (X1) is smaller than the probability value of 0.05 while the comparison of the value of t count is greater than the value of the t-table. Meanwhile, the value of unstandardized coefficients beta shows a positive direction so that it can be interpreted that Human Relations (X1) can affect work ethic (Y1) positively and significantly.

The multiple linear regression analysis results show that if the human relation variable produces a Beta value of 0.448 or 44.8%, it can be stated that the human relation variable affects work ethic. So, if human relations increase, the work ethic will also increase. From these results, hypothesis 1 is acceptable. Namely, Human relations have a positive and significant effect on work ethic. So, it can be interpreted that the better human relations, the employee's work ethic will also be better. The results of this study are in line with previous research presented by Sukri et al. (2021) that there is a positive and significant influence of human relations on work ethic. Employees and human functions always need human relations as social creatures, which of course, must always establish relationships between individuals and establish cooperation in achieving common goals. Establishing a harmonious and pleasant relationship will create a work atmosphere to improve the work ethic of employees.

The results of research conducted through testing on the influence of physical environmental conditions on work ethic show that physical environmental conditions have a positive and significant effect on work ethic in PT. Dwira Masagena. The result is evidenced through testing where the significant value in the physical environmental condition variable (X2) is smaller than the probability value of 0.05. The comparison of the value t count is greater than the t-table. The results of these findings follow the decision guidelines.

Meanwhile, the resulting beta coefficients value shows a positive direction so that it can be interpreted that physical environmental conditions (X1) can affect work ethic (Y1) positively and significantly. From these results, the 2nd hypothesis is accepted that the condition of the physical environment has a positive and significant effect on work ethic. So, it can be interpreted that the better the condition of the physical environment, the employee's work ethic will also increase. The results of this study are in line with previous research presented by Nengsih et al. (2021) that there is a positive and significant influence of physical environmental conditions on work ethic. The physical work environment is everything that exists around the workers that can affect him to carry out the tasks that have been charged to him with good physical environmental conditions that will increase the work ethic of employees.

Based on the results of research that has been conducted through testing the influence of human relations on performance, it shows that human relations have a positive and significant effect on work ethic in PT. Dwira Masagena. The results are evidenced through testing on model II regression, where the significant value on the Human Relation variable (X1) is less than the probability value of 0.05. In comparison, the value t calculates greater than the value of the t table, based on the results of the findings than following the decision-making guidelines. While for the value of unstandardized coefficients beta, which shows a positive direction, it can be interpreted that Human Relation (X1) can positively and significantly affect performance (Y2). From these results, the 3rd hypothesis can be accepted. Namely, Human relations have a positive and significant effect on the performance of PT. Dwira Masagena. So, it can be interpreted that the better human relations, the better the performance of employees. The results of this study are in line with previous research put forward by Sultan et al. (2021) that there is a positive and significant influence of human relations on performance. Must establish relationships between individuals and establish cooperation in achieving common goals. Establishing a harmonious and enjoyable relationship will be able to create a creative work atmosphere to improve employee performance.

The results of research conducted through testing on the influence of physical environmental conditions on the performance show that physical environmental conditions have a positive and significant effect on performance in PT. Dwira Masagena. The result is evidenced through testing where the significant value in the physical environmental condition variable (X2) produces a value smaller than the probability number 0.05 while for the comparison value t count with t table, where t calculates greater than t table.

The results of these findings follow the decision guidelines. While for the value of unstandardized beta coefficients that show a positive direction, it can be interpreted that the condition of the physical environment (X1) can positively and significantly affect performance (Y2). From these results, the 4th hypothesis can be accepted that the condition of the physical environment has a positive and significant effect on performance. So, it can be interpreted that the



better the condition of the physical environment, the performance of employees will also increase. The results of this study are in line with previous research presented by Zam et al. (2021) that there is a positive and significant influence of physical environmental conditions on performance.

The results of research conducted through testing on the influence of work ethic on the performance show that work ethic has a positive and significant effect on performance in PT. Dwira Masagena. These results are proven through testing where the sig value. In variable work ethic (Y1) obtains a value smaller than the provision of probability value 0.05. In contrast, for the municipality t count with t table, the value obtained t calculates greater than t table. The results of these findings follow the decision guidelines. While for the value of unstandardized beta coefficients that show a positive direction, it can be interpreted that work ethic (Y1) can positively and significantly affect performance (Y2). From these results, the 5th hypothesis can be accepted: work ethic has a positive and significant effect on performance. So, it can be interpreted that the higher the work ethic you have, the employee performance will also increase.

The results of this study are in line with previous research presented by Mardhiah et al. (2021) that there is a positive and significant influence of work ethic on performance. Giving the understanding that works ethic is also the totality of everyone's personality in exploring, looking at, believing, and giving meaning to something that encourages individuals to take action to achieve maximum results and perform well. The mandate is a precious gift entrusted to someone. Trust breeds responsibility. Responsibility must be carried out properly and correctly. Awareness of trust gives birth to moral obligations, so there is a growing feeling that the value must be maintained and possible. This moral obligation is called responsibility.

The influence of Human relations on performance mediated by work ethic, to find out t\_ the indirect influence. From the results of calculations through the Sobel test, the value of t calculated is greater than the t-table with a significance value of 0.05 or 5 percent. In contrast, the value obtained in the coefficient path of the multiplication of the p1 and p5 lines of 0.400 shows a positive direction, so it can be interpreted that human relations can affect employee performance through work ethic at PT Dwira Masagena positively and significantly.

Thus, the results support the 6th hypothesis: human relations have a positive and significant impact on employee performance through work ethic. From the test results, it can be explained that human relations will affect performance indirectly through variable mediation work ethic. With human relations that are well established in the company, both fellow employees and subordinates will certainly improve performance, which is supported by a high work ethic. According to Kasmiaty et al. (2021), reveals that work ethic can be formed if an employee desires to be able to do a job with satisfactory results or maximum results. Some factors that can affect the formation of work ethic include relationships that are well established between employees (human relations).

Dwira Masagena positively and significantly. From the results of the calculation, the value of t is calculated as greater than the t-table with a significance value of 0.05 or 5 percent. Based on the results in the test it can be accepted in accordance with the decision-making guidelines, and obtained the value of the path coefficient from the results of the multiplication of the p2 and p5 paths which also shows a positive direction, so it can be interpreted that physical environmental conditions can affect employee performance through work ethic at PT. Thus, the results support the 7th hypothesis, namely, the condition of the physical environment has a positive and significant impact on employee performance through work ethic. From the test results, it can be explained that physical environmental conditions can indirectly affect employee performance through variable mediation of work ethic, with physical environmental conditions owned by PT. Dwira Masagena will certainly improve performance, which is certainly supported by a high work ethic.

## **6. Conclusion**

As for the conclusion on this research is based on on seven hypotheses and the overall hypothesis can be accepted. The research results show that Human Relations have a positive and significant effect on the work ethic of PT employees. Human Relations affect work ethic positively, and its influence is significant, which means that increased Human Relations can significantly influence work ethic in carrying out duties as the work ethic of PT employees. Physical Environmental Conditions have a positive and significant effect on the work ethic of PT employees. The results mean that the improvement of physical environmental conditions has a positive and significant effect on improving the work ethic of PT employees. Work Ethic has a positive and significant effect on the performance of PT. Dwira Masagena. These results give the meaning that an increase in work ethic will improve PT employees'

performance. Human relations have a positive and significant effect on the performance of PT. Dwira Masagena, the results mean that the improvement of work relations has a significant effect on improving the performance of PT. Dwira Masagena, the condition of the physical environment has a positive and significant effect on the performance of PT employees. These results mean that with the improvement of physical environmental conditions directly affects the improvement of employee performance of PT. Dwira Masagena, human relations indirectly have a positive and significant effect on performance through employees' work ethic at PT. Dwira Masagena. These results mean that work ethic as an intervening variable can significantly influence human relations to improve performance in employees at PT. Dwira Masagena, physical environmental conditions indirectly have a positive and significant effect on performance through employees' work ethic at PT. Dwira Masagena. The results give the meaning that the work ethic as an intervening variable can positively and significantly mediate physical environmental conditions to PT employees' performance.

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