

The Influence of Human Relations and Work Facilities on Employee Performance Through Motivation as an Intervening Variable in Labuhanbatu Regional Secretariat

Ridywati, Muliani Ritonga , Rosita, Salman Faris

Universitas Prima Indonesia

Email : salmanfaris@unprimdn.ac.id

ABSTRACT

This research aims to determine whether Human Relations and Work Facilities influence Performance through Motivation as an intervening variable for employees of the Regional Secretariat of Labuhanbatu Regency. The research was conducted on permanent employees (PNS) at the Regional Secretariat of Labuhanbatu Regency. The population in this study was 126 people. Due to the small population, the sampling technique in this study was a saturated sample with a sample size of 126 people. The data collection technique is primary data in the form of a questionnaire and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 program, namely the t-test, Sobel test, and path analysis. The results obtained in this research show 1) there is a positive and significant influence between Human Relations on Motivation, 2) there is a positive and significant influence between Work Facilities on Motivation, 3) there is a positive and significant influence between Human Relations on Performance, 4) there is a positive and significant influence between Work Facilities on Performance, 5) there is a positive and significant influence between Motivation on Performance, 6) There is a positive and significant influence between Human Relations on Performance through Motivation as an intervening variable, 7) There is a positive and significant influence between Work Facilities on Performance through Motivation as an intervening variable.

Keywords: Human Relations, Motivation, Performance, and Work Facilities

INTRODUCTION

Performance is an essential and enjoyable part because it has been proven to have significant benefits. Achieving organizational goals optimally does not depend on technological factors alone but rather depends more on the humans who carry out their work. Based on Government Regulation (PP) Number 30 of 2019 concerning Civil Servant (PNS) Performance Assessment, According to Oyon Saryono (2019), who researched the Influence of Motivation, Leadership, and Employee Discipline on Employee Performance, the results showed that there was an influence of motivation on employee performance. In addition to motivation, another factor considered to influence the performance of an organization's employees is human relations. According to Yuningsih (2011), human relations aim to arouse enthusiasm and work activities with a spirit of productive cooperation, feelings of happiness, and a satisfied heart, both economic, psychological, and social satisfaction. Furthermore, another factor that also influences employee performance is work facilities. Work facilities are essential for an organization because they can support employee work productivity in completing work. According to Badudu (2001), facilities are all things that can facilitate matters (smoothness of tasks and so on) or convenience. So, work facilities are all things in the form of facilities and infrastructure that can help facilitate an activity or activity. Increased productivity can be supported by providing work facilities that can help and motivate employees to complete office work well. The low performance of employees at the Regional Secretariat of Labuhanbatu Regency is caused by several factors, namely poor Human Relations, inadequate Work Facilities to support the work process, and lack of motivation given to employees, making employees feel less motivated and less appreciated in their work.

Based on the phenomenon that occurred at the Regional Secretariat of Labuhanbatu Regency, the researcher is interested in conducting a study related to it titled "The Influence of Human Relations and Work Facilities on Employee Performance Through Motivation as an Intervening Variable at the Regional Secretariat of Labuhanbatu Regency."

LITERATURE REVIEW

According to Kasmir (2016), "Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period." Based on the definition of performance according to several statements above, the author can conclude that performance is the result of an employee's achievement which is measured during a specific period compared to the responsibilities imposed by the assessment given according to the criteria that have been set in the organization in realizing the organization's vision and

mission. Apart from Human Relations, work facilities also have an essential influence on the success of an organization in achieving its goals. According to Sedarmayanti (2018), work facilities are all the tools and materials faced, the surrounding environment where a person works, their work methods, and their work arrangements both as individuals and as a group. In a work environment or organization, motivation is also a driving force for success in achieving goals. According to Hasibuan (2008), Motivation has a vital role because with motivation it can be expected that every employee has the desire to work hard which can achieve the results achieved with the overall resources used which are high. Motivation can have two sources of encouragement: encouragement from within and encouragement from outside.

Table1. Previous Research

No.	Name/Year	Title	Research Variables	Research result
1.	The Story of Nurul Hidayah (2018)	The influence of Human Relations and physical work environment conditions on employee performance at PT Sumber Abadi Bersama Gondanglegi through work ethic variables	Independent : <i>Human Relations</i> (X1) physical working environment conditions (X2) Dependents : Performance (Y) Intervening: Work Ethic (Z)	<i>Human Relations Significantly Affect Employee Performance. On the other hand, the physical work environment does not affect employee performance. Work ethic affects employee performance. Then, work ethic mediates the effects of Human Relations and physical work environment on employee performance.</i>
.	Khoirul Anam and Edy Rahardja (2017)	The Influence of Work Facilities, Non-Physical Environment, and Job Satisfaction on Employee	Independent : Work Facilities (X1) Non-Physical Work Environment (X2)	Work facilities, non-work environments, and job satisfaction affect employee performance. The Adjusted R Square value is 55.2%,

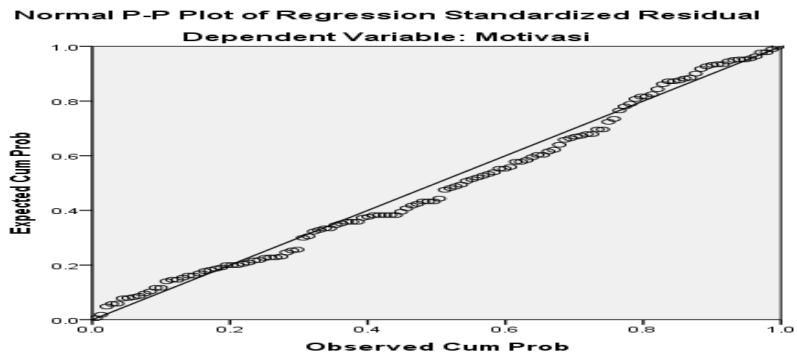
Performance (Study on Employees of the Industry and Trade Service of Central Java Province)	Job Satisfaction (X3) Dependents : Performance (Y)	meaning that the variables of work facilities, non-physical work environment and job satisfaction can explain performance. Other variables can explain the remaining 44.8%.
---	--	---

METHODS

The approach in this study is to use an associative approach. An associative approach is an approach to finding out whether there is a relationship or influence between the two variables (independent variables and dependent variables). In this study, the independent variable X1 is Human Relations, X2 is Work Facilities, Z is Motivation, and the dependent variable Y is Performance.

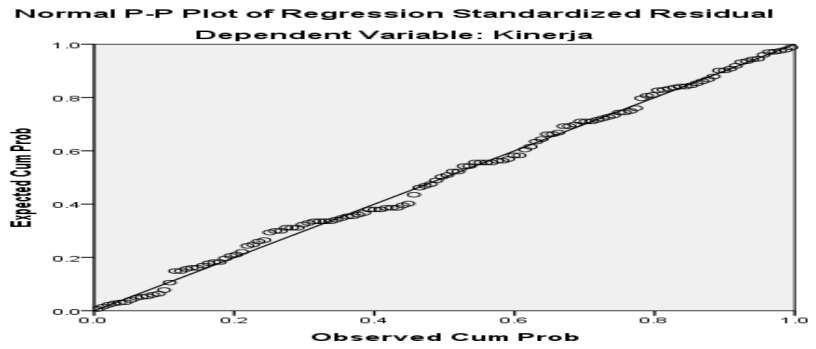
RESULTS

Normality Test of Sub-Model I



Looking at the standard plot graph above, it can be concluded that the data is spread around a diagonal line and follows the direction of the diagonal line. This shows that the residual data is usually distributed.

Normality Test of Sub-Model II



Looking at the normal plot graph above, it can be concluded that the data is spread around the diagonal line and follows the direction of the diagonal line. This shows that the residual data is normally distributed.

Multicollinearity Test

Table 4.12 Multicollinearity Test Table for Sub Model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	21.456	.433		49.585	.000		
	Human Relation	.052	.016	.272	3.188	.002	.988	1.012
	Fasilitas Kerja	.043	.020	.182	2.137	.035	.988	1.012

Source: Processed Primary Data, 2024

Table 4.13 Multicollinearity Test Table for Sub Model 2

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics

	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	22,522	3.175		7,094	.000		
Human Relations	.065	.027	.205	2,389	.018	.913	1,096
Work Facilities	.133	.033	.342	4.072	.000	.953	1,050
Motivation	.110	.144	.124	2.277	.012	.882	1.134

a. Dependent Variable: Performance

Source: Processed Primary Data, 2024

Hypothesis Testing

Table 4.14 Results of t-Test Sub Model I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21,456	.433		49,585	.000
Human Relations	.052	.016	.272	3.188	.002
Work Facilities	.043	.020	.182	2.137	.035

a. Dependent Variable: Motivation

Source: Processed Primary Data, 2024

Table2. Result of Sub Model II t-Test

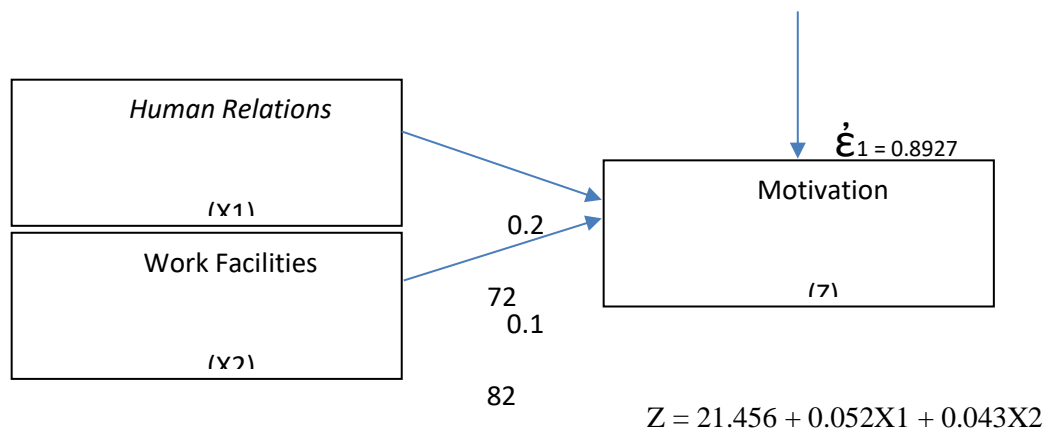
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22,522	3.175		7,094	.000
Human Relations	.065	.027	.205	2,389	.018
Work Facilities	.133	.033	.342	4.072	.000
Motivation	.110	.144	.124	2.277	.012

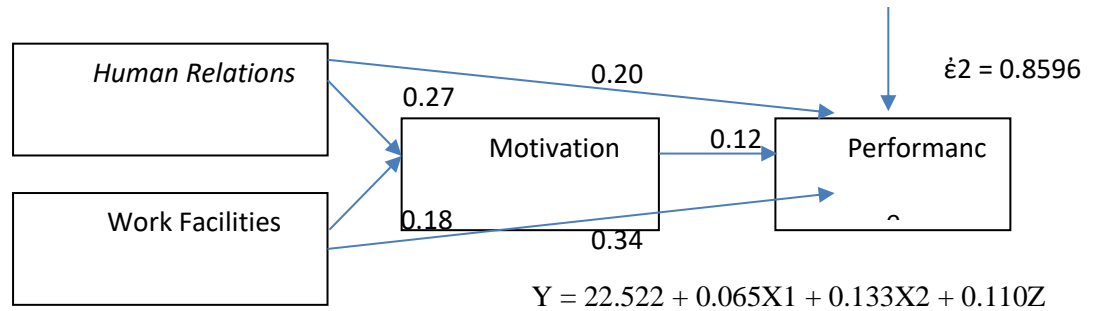
a. Dependent Variable: Performance

Source: Processed Primary Data, 2024

Path Analysis Sub-Model I



Path Analysis Sub Model II



DISCUSSION

The Influence of Human Resources on Motivation

The Human Relationship variable has a positive and significant effect on Motivation at the Regional Secretariat of Labuhanbatu Regency. Its regression coefficient value is 0.052, indicating that if the Human Relationship increases by 100%, motivation will increase by 5.2%.

The Influence of Work Facilities on Motivation The Work Facilities variable positively and significantly affects Motivation at the Regional Secretariat of Labuhanbatu Regency. The Work Facilities variable has a regression coefficient value of 0.043, indicating that if the Work Facilities increase by 100%, it will increase Motivation by 4.3%

The Influence of Human Resources on Performance

The Human Relationship variable has a positive and significant effect on Performance at the Regional Secretariat of Labuhanbatu Regency. Its regression coefficient value is 0.065, indicating that if the Human Relationship increases by 100%, performance will increase by 6.5%.

The Influence of Work Facilities on Performance

The Work Facilities variable positively and significantly affects Performance at the Regional Secretariat of Labuhanbatu Regency. Its regression coefficient value is 0.133, indicating that if Work Facilities increase by 100%, performance will increase by 13.3%.

The Influence of Motivation on Performance

Motivation variable positively and significantly affects Performance at the Regional Secretariat of Labuhanbatu Regency. The motivation variable has a regression coefficient

value of 0.110, indicating that if Motivation increases by 100%, it will increase Performance by 11.0%. %

The Influence of Human Relations on Performance Through Motivation

Based on the results of the soil test calculation, it is known that the test statistic values $1.974 > 1.96$ with a significance of $0.045 < 0.05$; it can be concluded that the Motivation variable can mediate the relationship between the influence of Human Relations on Performance. The Influence of Work Facilities on Performance through Motivation

Based on the results of the Sobel test calculation, it is known that the test statistic values are $1.971 > 1.96$ with a significance of $0.047 < 0.05$, so it can be concluded that the Motivation variable can mediate the relationship between the influence of Work Facilities on Performance. Conclusion

Based on the results of research and discussion conducted by researchers regarding the influence of Human Relations and Work Facilities on Employee Performance at the Regional Secretariat of Labuhanbatu Regency through Motivation as an intervening variable, the following conclusions can be drawn:

1. *Human Relations influence on Motivation at the Regional Secretariat of Labuhanbatu Regency.*
2. *Work Facilities Influence Motivation at the Regional Secretariat of Labuhanbatu Regency.*
3. *Human Relations influence on Performance at the Regional Secretariat of Labuhanbatu Regency.*
4. *Work Facilities Influence Performance at the Regional Secretariat of Labuhanbatu Regency.*
5. *Motivation influences performance at the Regional Secretariat of Labuhanbatu Regency.*
6. *Human relations influence performance at the regional secretariat of Labuhanbatu Regency through motivation as an intervening variable.*
7. *Work Facilities Influence Performance at the Regional Secretariat of Labuhanbatu Regency through Motivation as an intervening variable.*

LIMITATION

This research can also be used as a reference for further research on Human Relations, Work Motivation, and Work Facilities, which influence performance and which are the limitations of this research.

REFERENCES

- C A, Morissan M. (2014). *Survey Research Methods*. 2nd printing. Jakarta: Kencana.
- Afrian, D. (2021). *The Influence of Human Relations and Work Environment on Employee Performance at PT. Perkebunan Timbang Langsa* (Doctoral dissertation, Medan Area University).
- Alo, L. (1997). *Interpersonal Communication*. Bandung: PT.
- Alhayra, AR, Zainal R, and Uhud DN (2022). The Influence of Office Facilities on Employee Motivation at the Herlang Health Center, Bulukumba Regency. *Transekonomika: Accounting, Business and Finance*, 2 (5), 303-314.
- Anam, K., and Edy R. (2017). The Influence of Work Facilities, Non-Physical Work Environment and Job Satisfaction on Employee Performance (Study on Employees of the Industry and Trade Service of Central Java Province). *Diponegoro Management Journal*, 6(4), 502-512.
- Asri, Ansar, and Abdul RM (2019). The Influence of Compensation, Work Facilities and Leadership on Performance Through Employee Job Satisfaction at the Rectorate of UIN Alauddin Makassar. *YUME: Journal of Management*, 2(1).
- Asrifah. (2015). The Influence of Human Relations on Employee Performance at the Regional Office of the Ministry of Religion of Central Sulawesi Province. *Katalogis Journal*, 3(2).
- Badudu, Zein. (2001). *General Dictionary of the Indonesian Language*. Jakarta: Sinar Harapan Library.
- Davis, K., and Jhon WN (2009). *Organizational Behavior*. Jakarta: Erlangga.
- Diranam, I. (2022). *The Influence of Work Facilities and Work Motivation on Employee Performance at the Sidemen District Agricultural Extension Center (BPP)* (Doctoral dissertation, Mahasaraswati University, Denpasar).
- Effendy, OU (2009). *Human Relations & Public Relations*. Bandung: Mandar Maju.
- Gaputri, WAD, M. Zahari MS, and Osrita Hapsara. (2023). The Influence of Work Facilities and Competence on Work Motivation has Implications for Employee Performance at PT. Bank Tabungan Negara (PERSERO) Tbk Jambi Branch. *J-MAS (Journal of Management and Science)*, 8(2), 1905-1911.
- Ghozali, I. (2005). *Application of Multivariate Analysis with SPSS*. Semarang: Diponegoro University Publishing Agency.

- Ghozali, I. (2016). *Multivariate Analysis Application with IBM SPSS 23 Program* (8th Edition). VIIIth Printing. Semarang: Diponegoro University Publishing Agency.
- Ghozali, I. (2018). *Multivariate Analysis Application with IBM SPSS 25 Program*. Semarang: Diponegoro University Publishing Agency.
- Halim, R. (2020). *Implementation of Human Relations on Employee Work Motivation at Jordan Bread Company* (Doctoral dissertation, IAIN Parepare).
- Hasibuan, M. (2008). *Essential Management, Definition, and Problems*. Jakarta: PT Bumi Aksara.
- Hidayah, KN (2018). *The influence of Human Relations and physical work environment conditions on employee performance at PT Sumber Abadi with Gondanglegi through work ethic variables* (Doctoral dissertation, State Islamic University of Maulana Malik Ibrahim).
- Kasmir. (2016). *Human Resource Management: Theory and Practice*. Jakarta: Rajawali Pers.
- Manalu, JH (2019). *The Influence of Motivation and Training on Employee Performance at PT. Gutji Swarnadwipa Medan Branch*.
- Mangkunegara, AP (2017). *Corporate Human Resource Management*. Bandung: Rosdakarya Youth.
- Moehariono. (2012). *Competency-based performance measurement*. Jakarta: Raja Grafindo Persada.
- Ovidius. (2018), *Employee motivation and organizational performance*. *Review of Applied Socio-Economic Research*, 5(1).
- Priyatno, D. (2014). *Independent Learning of Data Analysis with SPSS*. Yogyakarta: Mediakom. *Causal Loyalty of 'X' Department Store Customers*. Thesis UPI: Indonesian Education University. www.repository.upi.edu.
- Rachmawati, RW (2017). *The Influence of Training and Work Motivation on Employee Performance at PT. Bank BJB, Suci Bandung Branch Office*. *Journal of Management and Service Marketing*, 9(1), 16.
- Rahayu, Suci. (2013). *Application of Trimming Method in Path Analysis in Determining Causal Model of Customer Loyalty of Department Store X*. UPI Thesis: unpublished. www.repository.upi.edu.

- Rifai, Asep. (2019). The Influence of Communication and Work Facilities on Employee Performance in Sukabumi District, Sukabumi Regency. *Jurnal Ekonomia* Jan-June, Vol 08 No 01. p. 5.
- Rizki, D. (2015). The Influence of Compensation, Work Environment and Human Relations on Work Motivation Relevant to Work Productivity (Study at PT. Morich Indo Fashion Semarang). *Journal of Management*, 1(1).
- Ronaldo, K. (2024). Analysis of the Influence of Human Relations, Work Stress, and Work Motivation on Employee Performance in Wukirsari Village, Cangkringan District, Sleman Regency (Doctoral dissertation, Duta Wacana Christian University).
- Sabri, SE, Susanti. M, SE, & Ak, M. (2021). ENTREPRENEURSHIP: Utilization of Oil Palm Stem Waste in Supporting the Economy of Village Communities. *Media Sains Indonesia*.
- Salmah, Ninin Non Ayu. (2015). The Influence of Work Stress and Job Satisfaction on Employee Performance at PTPN VII Cinta Manis. *Journal of Media Wahana Ekonomika*. 12(2): 20-30.
- Sanusi, A. (2011). *Business Research Methodology*. Jakarta: Salemba Empat.
- Sapphira, A. (2022). The Influence of Work Facilities on Work Motivation and Employee Performance at the Kelanting Robbani Snack Factory, Pringsewu Regency.
- Sedarmayanti, (2010). *Human Resource Management: Bureaucratic Reform and Civil Servant Management*. Bandung: PT. Refika Aditama.
- Sedarmayanti. (2018). *Human Resources and Work Productivity*. Bandung: CV. Mandar Maju.
- Sembiring, H. (2020). Motivation and work environment influence employee performance at Bank Sinarmas Medan: Jurakunman (*Journal of Accounting and Management*), 13(1).
- Siagian. Sondang P. (2008). *Human Resource Management*. Jakarta: Bumi Aksara
- Sinungan, Muchdarsyah. (2016). *What and How Productivity*. Bandung: Bumi Aksara
- Siregar, MY, and Nasution, AMU (2010). The Influence of Human Relations on Employee Motivation at the Stella Maris Maternity and Child Hospital (RSIA) Medan. *Journal of Business and Management Concepts*, ISSN, 2407, 2648.
- Sofyan, A. (2004). *Production and Operations Management*. Jakarta: Publishing Institute of the Faculty of Economics, University of Indonesia.

- Suprihanto, J. (1996). *Performance Assessment and Employee Development*. Yogyakarta: BPFE.
- Sugiyono. (2018). *Quantitative, Qualitative, R & D Research Methods*. Bandung: CV Alfabeta.
- Sugiyono. (2018). *Mixed Methods Research Methods*. Bandung: CV Alfabeta.
- Sunyoto, D. (2018). *Human Resource Management*. Jakarta: PT Buku Seru.
- Sutanjar, T., & Saryono, O. (2019). The Influence of Motivation, Leadership and Employee Discipline on Employee Performance. *Journal of Management Review*, 3(2), 321-325.
- Torang, S. (2014). *Organization and Management*. Bandung: Alfabeta.
- Usman, H. (2013). *Management. Theory, Practice, and Educational Research*. Jakarta: PT Bumi Aksara.
- Vonny, RPE (2016). The Influence of Training, Work Facilities and Compensation on Employee Job Satisfaction at PT United Tractors Manado Branch. *Scientific Periodical Journal of Efficiency*, 16(03). 407-418.
- Widodo, S., E. (2015). *Human Resource Development Management*. Yogyakarta: Pusaka Pelajar.
- Yulianto, B., & Saadah, N. (2020). Personal Protective Equipment (PPE) Use Behavior as an Alternative to Improve the Performance of Employees Exposed to High Intensity Noise. Surabaya: Scopindo Media Pustaka.