



The Influence of Human Relations and Work Discipline on Employee Performance at the Office of Kemantren City of Yogyakarta

Linawati Handayani*¹, and Sabaruddin¹

¹ The Faculty of Business & Humanities, University of Technology Yogyakarta, Yogyakarta, Indonesia.

KEYWORDS

*Human Relations
Work Discipline
Employee Performance*

ARTICLE HISTORY

*Received 25 March 2024
Received in revised form
7 April 2024
Accepted 8 April 2024
Available online 9 April 2024*

ABSTRACT

This study aims to determine the effect of human relations and work discipline on employee performance. This research uses a quantitative approach, with data collection methods using a questionnaire. The sample in this study were employees who worked at the Yogyakarta City Kemantren Office with a sample size of 77 respondents. The sampling technique used probability sampling with simple random sampling technique. The tests used are validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear analysis, t test, F test and coefficient of determination. Based on the t test results, the human relations variable has a t value of $2.958 > t \text{ table } 1.992$, with a significant value of $0.04 < 0.05$. It can be concluded that the human relation variable has a positive and significant effect on employee performance. The t test results of the work discipline variable have a t value of $6.940 > t \text{ table } 1.992$, with a significant value of $0.00 < 0.05$. It can be concluded that the work discipline variable has a positive and significant effect on employee performance. Based on the results of the coefficient of determination, it is known that the Adjusted R Square value is 0.520, meaning that employee performance is influenced by human relations and work discipline variables by 52%, while the remaining 48% is influenced by other variables not examined in this study.

© 2024 The Authors. Published by Penteract Technology.

This is an open access article under the CC BY-SA 4.0 license (<https://creativecommons.org/licenses/by-sa/4.0/>)

1. INTRODUCTION

Human resources are a valuable asset for every organization because they provide added value and significant functions in all organizational activities. Like financial resources human resources must also be invested and managed wisely and responsibly to achieve maximum results. Measuring the quality of a company's human resources can be achieved by evaluating employee performance, as highlighted by Erawati and Wahyono (2019). Given its significance in organizational success, it's imperative for businesses to thoroughly examine the various factors that impact employee performance.

High employee performance cannot be separated from human relations as it acts as a bridge between employees and colleagues and between employees and leaders (Shobirin and Siharis, 2022). Apart from human relations another factor affecting employee performance is work discipline.

According to Hasibuan (in Pratama, 2022) Discipline is highlighted as the primary aspect of human resource management (HRM) and holds a pivotal role in achieving goals. Without effective discipline, organizations face considerable challenges in realizing their objectives.

Some researchers have conducted studies to identify the factors affecting employee performance for example Nadapdap (2017) study uncovered a significant and positive correlation between human relations and employee performance, indicating that improved human relations to enhanced employee performance. Conversely, Mamarodia et al. (2021) discovered negative and insignificant impact of human relations on employee performance within the Regional Bureau of Forestry in Sulawesi Province. Agustriani et al. (2022) affirmed the positive influence of work discipline. In contrast, Likdanawati (2018) research concluded that work discipline has a detrimental effect on performance, indicating that it does not significantly influence employee performance.

*Corresponding author:

E-mail address: Linawati Handayani <linahandayani668@gmail.com>.

<https://doi.org/10.56532/mjbem.v3i1.41>

2948-4928/ © 2024 The Authors. Published by Penteract Technology.

This is an open access article under the CC BY-SA 4.0 license (<https://creativecommons.org/licenses/by-sa/4.0/>).

Based on the explanation of the phenomenon and the outcomes of prior studies, it is evident that variations exist, signifying a gap in research findings (research gap). Therefore, the author is keen on conducting further research and analyzing existing theories of knowledge with the title "The Influence of Human Relations and Work Discipline on Employee Performance at the Office of Kemantren City of Yogyakarta".

1.1 Problem Formulation

Based on the provided context, the research problem can be rephrased as follows:

1. How does the impact of human relations on the performance of employees at the Office of Kemantren City of Yogyakarta?
2. How does adherence to work discipline affect the performance of employees at the Office of Kemantren City of Yogyakarta?
3. How does the combined effect of interpersonal relationships and work discipline on employee performance at the Office of Kemantren City of Yogyakarta?

1.2 Research Objectives

Based on the given context, the objectives of this study are as follows:

1. To determine the impact of human relations on employee performance at the Office of Kemantren City of Yogyakarta.
2. To determine the effect of adherence to work discipline on employee performance at the Office of Kemantren City of Yogyakarta.
3. To determine the combined impact of interpersonal relationships and work discipline on employee performance at the Office of Kemantren City of Yogyakarta.

2. LITERATURE REVIEW

2.1 Human Relations

Human relations are relationships carried out between fellow employees where the relationship is carried out informally. So, the relationship is human, from employees in high positions to the lowest, regardless of the attributes of their position and status. The aim of Human Relations is to strengthen the sense of brotherhood and solidarity and increase the sense of mutual prosperity and happiness (Fullchis Nurtjahjani and Trivena, 2018). To measure human relations (relationships between people), according Istijanto (in Prasetyo, 2023) indicators of human relations are: relationships with colleagues, relationships with superiors and relationships with the community.

2.2 Work Discipline

Khaeruman (2021) defines work discipline as the conduct and work performed according to written rules and unwritten rules with sanctions imposed if violated. According to Sudarmanto (in Riyanda, 2017) the indicators of work discipline are: Punctuality, Proper use of office equipment, High sense of responsibility and compliance with office rules.

2.3 Employee Performance

According to Khaeruman achievement of work results or work performance of targets that must be achieved by an employee or employees within a certain period in accordance with their respective duties and functions. According to Robbins (in Nur Aziz and Dewanto, 2022) performance indicators serve to gauge the level of accomplishment in employee performance. These indicators encompass evaluating work quality, quantity, timeliness, effectiveness, and autonomy.

2.4 Hypothesis Formulation

According to Ferdiansyah et al. (2021) pointed out in the book *Human Relations* that the key to interpersonal performance is the motivation to improve employee performance. Managers must be able to understand the needs of their employees and adjust the rewards given to these employees. Positive and harmonious interpersonal relationships create a sense of comfort among employees, allowing them to concentrate on their duties, thereby leading to a favorable impact on employee performance. This aligns with findings from the study titled "The Impact of Interpersonal Relationships on Employee Performance" conducted by Asrifah (2019) in the Regional Office of the Ministry of Religion Central Sulawesi Province which showed that interpersonal relationships have a positive and significant impact on employee performance. There are high levels of interpersonal relationships among staff. Employee performance continues to improve.

H1: Human relations have a positive and significant effect on employee performance.

According to Khaeruman (2021) in the book "Improving Human Resource Management Performance," discipline emerges as the foremost essential function within human resource management. This is because enhanced work discipline correlates with improved performance, indicating a significant association between the two. This assertion aligns with the findings of Intania (2021) study titled "Effect of Work Discipline on Employee Performance" conducted at Tirta Mayang Regional Public Drinking Water Company in Jambi City. Intania's research demonstrates that work discipline positively and significantly influences performance, suggesting that an improvement in work discipline leads to enhanced employee performance.

H2: Work discipline has a positive and significant effect on employee performance.

Human relations improve the quality of relationships among employees while work discipline ensures that work is done efficiently and as per the set standards. As a result, employee performance increases due to a balanced combination of human factors and organized work norms. This is strengthened based on the research findings of Astuti (2019) titled "Effect of human relations and work discipline on the performance" of Bandung Geological Museum employees indicates that both human relations and work discipline significantly and positively influence employee performance.

H3: Human relations and work discipline simultaneously have a positive and significant effect on employee performance.

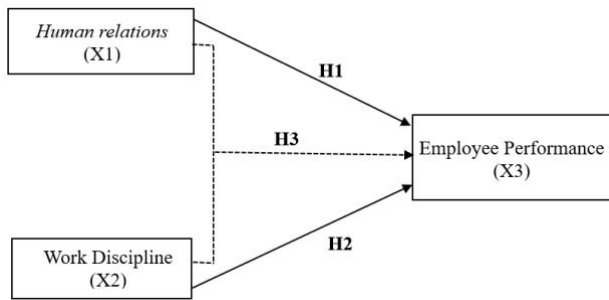


Fig. 1. Thinking Framework

3. RESEARCH METHODS

3.1 Population, Sample and Sampling Technique

The study encompasses all employees working at the Kemantren office in Yogyakarta City, amounting to 320 individuals. Employing the Slovin formula for sampling ensures a representative sample size to facilitate the generalization of research findings. Consequently, 77 samples were acquired for this study. The research employs probability sampling through a simple random sampling technique, wherein sample members are selected randomly from the population without considering any population strata (Sugiyono, 2019).

3.2 Data Analysis Methods

This research utilizes primary data concerning employees' perceptions of employee performance by distributing questionnaires with a Likert scale ranging from 1 to 4.

3.3 Data Analysis Methods

This research utilizes a quantitative method, measured using IBM SPSS version 25. The author employs multiple regression analysis to test hypotheses and examine the relationships among variables in this study. Hypothesis testing involves measuring the coefficient of determination, conducting T-tests, and F-tests. Before conducting hypothesis testing, the author performs instrument testing (reliability and validity testing) as well as classical assumption testing (normality test, multicollinearity test, and heteroscedasticity test). Multiple linear regression analysis can be calculated using the following equation:

$$Y = \alpha + b_1X_1 + b_2X_2 + e \quad (1)$$

Information:

- Y = Employee performance
- α = Constant number
- $b_1 b_2$ = Multiple regression coefficient
- X_1 = Human relations
- X_2 = Work discipline
- e = Standard error

4. RESULTS AND DISCUSSION

4.1 Research Instrument Test

• Validity Test

Based on the validity test results, all statement items related to human relations, work discipline, and employee performance exhibit calculated r values exceeding the critical r value derived from the r table. The critical r value is computed using the

formula for the r table, where the degrees of freedom (df) are equal to $n-2$. In this study, with a sample size (n) of 77, the df can be calculated as $77 - 2 = 75$. At a significance level of 5%, the critical r value is determined to be 0.224. Consequently, the validity test results for the variables human relations (X_1), work discipline (X_2), and employee performance (Y) are considered valid.

• Reliability Test

Based on the reliability test results, it is apparent that all variables have a Cronbach's Alpha value exceeding 0.70. Thus, it can be inferred that the research instrument utilized for measuring the research variables demonstrates reliability.

4.2 Classic Assumption Test

• Normality Test

a. Chart Analysis

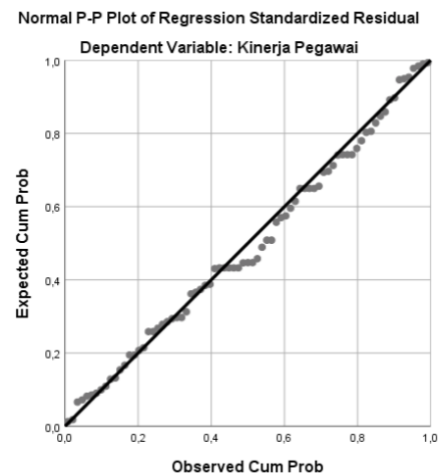


Fig. 2. Normal Plot Graph

Source: Data processed, 2024

Observations from Figure 2 of the Normal Plot graph indicate that the points are scattered around the diagonal line, following its direction. This suggests that the distribution adheres to the assumptions of normality. Consequently, the findings from the normal plot graph indicate the suitability of the regression model for use.

b. Kolmogorove-Smirnove test

Based on the Kolmogorove-Smirnove test results, the normality test conducted using the Kolmogorov-Smirnov test produced a result of 0.200, which surpasses the significance threshold of 0.05. Therefore, it can be inferred that the data passed the normality test and exhibits a normal distribution as per the study's criteria.

• Multicollinearity Test

According to the multicollinearity test results, it is apparent that the tolerance values for the variables human relations (X_1) and work discipline (X_2) are both 0.859, while the variance inflation factor (VIF) values for these variables are 1.164. These results suggest that the tolerance values surpass 0.10, and the VIF values are below 10. Therefore, it can be inferred that there is no multicollinearity among the independent variables in the regression model.

- *Heteroscedasticity Test*

- a. *Plot Graphics*

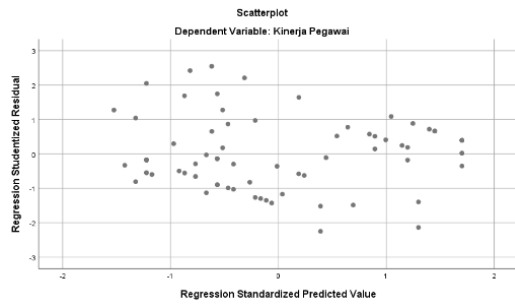


Fig. 3. Scatterplots

Source: Data processed, 2024

Referring to Figure 3, the data points are scattered randomly, with some lying above and others below the zero mark on the Y-axis. This observation implies the absence of heteroscedasticity in the regression model.

- b. *Glejser Test*

Table 1. Glejser test

Model	Coefficients ^a				
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	3,138	2,039		1,539	,128
Human Relations	,070	,090	,096	,780	,438
Work Discipline	-,093	,064	-,180	-1,457	,149

a. Dependent Variable: RES2

Source: Data processed, 2024

Based on the results presented in Table 1, the significance value (sig.) for the human relations variable (X1) is 0.438, which is greater than the threshold of 0.05. Similarly, the significance value for the work discipline variable (X2) is 0.149, also exceeding the 0.05 threshold. Drawing from these findings and in accordance with the decision-making criteria outlined in the Glajer test, it can be concluded that neither the human relations (X1) nor the work discipline (X2) variables exhibit heteroscedasticity.

4.3 Multiple Linear Regression Test

From the results of the multiple linear regression analysis, the regression equation can be formulated as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e \quad (2)$$

$$Y = 5.045 + 0.439X_1 + 0.730X_2 + e \quad (3)$$

When interpreting the results of the regression equation, the constant term (α) of 5.045 suggests a positive baseline value for employee performance. A positive coefficient indicates a positive association between the independent variables and the dependent variable. Therefore, if all independent variables, including human relations and work discipline, are set to 0, the predicted employee performance would be 5.045.

Furthermore, the regression coefficient (b_1) for the human relations variable (X1) is 0.439, signifying that an increase in human relations positively impacts employee performance. Similarly, the regression coefficient (b_2) for the work discipline variable (X2) is 0.730, indicating that higher levels of work discipline led to improved employee performance.

4.4 Hypothesis Testing

- *Partial Test (t)*

Table 2. Partial Test (t)

Model	Coefficients ^a				
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	5,045	3,370		1,497	,139
Human Relations	,439	,148	,254	2,958	,004
Work Discipline	,730	,105	,595	6,940	,000

a. Dependent Variable: Employee Performance

Source: Data processed, 2024

Based on the results provided in Table 2, the hypothesis testing shows that the t value for the human relations variable (X1) is 2.958, which exceeds the critical t value of 1.992. With a significance level (sig) of $0.04 < 0.05$, it implies a meaningful and positive impact of the human relations variable (X1) on employee performance (Y).

Similarly, the calculated t value for the work discipline variable (X2) is 6.940, surpassing the critical t value of 1.992. With a significance level (sig) of $0.00 < 0.05$, it indicates a significant and positive effect of the work discipline variable (X2) on employee performance (Y).

- *Simultaneous Test (F)*

Table 3. Simultaneous Test (F)

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	638,058	2	319,029	42,088	,000 ^b
Residual	560,929	74	7,580		
Total	1198,987	76			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Disiplin Kerja, Human Relation

Source: Data processed, 2024

Based on Table 3, the significance value (sig.) is noted as 0.000, which is below the significance threshold of 0.05. Moreover, the F count value is calculated as 42.088, surpassing the critical F table value of 3.115. According to the decision-making criteria for the F test, this suggests that both the human relations (X1) and work discipline (X2) variables together exhibit a significant impact on employee performance.

- *Coefficient of Determination (R^2)*

Based on the coefficient of determination test results, the Adjusted R Square value of 0.520 suggests that 52% of the variability in the employee performance variable can be accounted for by the human relations and work discipline variables. The remaining 48% of the variance is linked to other variables not investigated in this study.

5. CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

5.1 Conclusion

The analysis outcomes lead to the subsequent conclusions:

- The hypothesis testing concerning the influence of human relations on employee performance at the Office of Kemantren City of Yogyakarta reveals a positive and significant association. This is evident from the *t* value of 2.958, which exceeds the critical *t* table of 1.992, with a significance level of 0.04, < 0.05. Hence, it can be deduced that heightened levels of human relations among employees correlate with increased performance at the Office of Kemantren City of Yogyakarta.
- Similarly, the hypothesis testing regarding the impact of work discipline on employee performance yields favorable and significant findings. The *t* value of 6.940 surpasses the critical *t* table of 1.992, with a significance level of 0.00, < 0.05. This indicates that enhanced work discipline among employees leads to improved performance at the Office of Kemantren City of Yogyakarta.
- When examining both variables simultaneously, human relations and work discipline jointly exhibit a positive and significant influence on employee performance. This is evident from the calculated *F* value of 42.088, which exceeds the critical *F* table of 3.115, with a significance level of 0.00, < 0.05. Thus, it can be concluded that both human relations (*X*₁) and work discipline (*X*₂) exert a significant impact on the employee performance variable (*Y*) when analyzed collectively.

5.2 Limitations

- Given that this study exclusively took place within the Office of Kemantren in Yogyakarta, it's important to recognize that the conclusions drawn from this research may not be applicable beyond this specific context.
- This research exclusively examines human relations and work discipline as predictors of employee performance. Although these factors together explain 52% of the variance in employee performance, it's crucial to acknowledge that there are additional factors, like leadership style and work environment, which may play a significant role in explaining the remaining 48% of employee performance variability.

5.3 Recommendations

Based on the conclusions outlined in this research, the researchers put forward several suggestions, namely as follows:

- For Government Offices

According to the analysis results of the average work discipline calculation, it was observed that the indicator reflects a high level of responsibility, especially in the sixth statement, reached the lowest score of 3.2. To enhance employee performance, it is recommended that the Office of Kemantren City of Yogyakarta focus on enhancing work discipline through the implementation of strategies aimed at fostering a sense of responsibility. This can include providing training on the importance of responsibility in carrying out their duties as well as providing encouragement and rewards to employees who demonstrate a high level of responsibility in order to create optimal performance.

- For Further Research

Given the remaining 48% of unexplained variance in employee performance, as indicated by the *R*² (Coefficient of Determination) value, it is advisable to investigate additional variables that might potentially influence employee performance. Examples include variables related to leadership style and the work environment.

REFERENCES

- Ade Dian Astuti. (2019). Pengaruh Human Relation Dan Disiplin Kerja Terhadap Kinerja Pegawai Meseum Geologi Bandung. 282.
- Agustriani, R., Ratnasari, S. L., & Zamora, R. (2022). Pengaruh Disiplin Kerja, Komunikasi, Motivasi Kerja, Dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Trias Politika*, 6(1), 104–122. <https://doi.org/10.33373/jtp.v6i1.3930>.
- Asrifah. (2019). Pengaruh human relations terhadap kinerja pegawai di kantor wilayah kementerian agama provinsi sulawesi tengah. *Jurnal Katalogis*, 3(2), 125–134.
- Astuti, A. D. (2019). Pengaruh Human Relation Dan Disiplin Kerja Terhadap Kinerja Pegawai Meseum Geologi Bandung. 2019.
- Daeng Sani Ferdiansyah, Enisa, Lea Ingne Reffita, Ida Suryani wijaya, R. F. P., Ramadiva Muhammad Akhyar, Afita Nur Hayati, Rega Armella, Nuril Hidayanti, Rudy Hadi Kusuma, M. P., & Sari Mulyani, Erni Salijah, R. dan R. (2021). Human Relations.
- Erawati, A., & Wahyono, W. (2019). Peran komitmen organisasi dalam mediasi pengaruh disiplin kerja, motivasi kerja, dan self efficacy terhadap kinerja pegawai. *Economic Education Analysis Journal*, 8(1), 288–301.
- Fullchis Nurtjahjani, M. M., & Trivena, S. M. (2018). Public Relation, Citra dan Praktek: Public Relation, Citra dan Praktek (Vol. 1). UPT Percetakan dan Penerbitan Polinema.
- Ghozali, I. (2018). Aplikasi Analisis Multivariate Dengan Program: IBM SPSS 25 Edisi 9 (9th ed.). Semarang:Universitas Dipenegoro.
- Intania, D. (2021). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Pada Perusahaan Umum Daerah Air Minum Tirta Mayang Kota Jambi. Skripsi.
- Khaeruman, dkk. (2021). Meningkatkan Kinerja Sumber Daya Manusia Konsep & Studi Kasus. In Bookchapter.
- Likdanawati, L. (2018). Pengaruh Pengalaman Kerja, Kompetensi dan Disiplin Kerja Terhadap Kinerja Pegawai di Rumah Sakit Umum Labuhan Haji Tengah Aceh Selatan. *Jurnal Visioner & Strategis*, 7(1).
- Mamarodia, I., Trang, I., & Sendow, G. M. (2021). Pengaruh Pelatihan, Disiplin Kerja Dan Human Relation Terhadap Kinerja Pegawai Di Dinas Kehutanan Daerah Provinsi Sulawesi Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 9(3), 1118–1127.
- Nadapdap, K. M. N. (2017). Analisis Pengaruh Human Relation Terhadap Kinerja Karyawan Pada PT. Perkebunan Nusantara III (Persero) Medan. *Jurnal Ilmiah Methonomi*, 3(2), 47–60.
- Nur Aziz, & Dewanto, I. J. (2022). Model Penilaian Kinerja Karyawan dengan Personal Balanced Scorecard. *MAMEN: Jurnal Manajemen*, 1(2), 168–177. <https://doi.org/10.55123/mamen.v1i2.218>.
- Nurhayati, E., & Supomo, R. (2018). Manajemen sumber daya manusia. Bandung: Yrama Widya.
- Prasetyo, M. Y. (2023). Pengaruh Human Relation Dan Team Work Terhadap Kinerja Karyawan Pada Bagian Pelayanan Administrasi Rumah Sakit Ibu Dan Anak (Rsia) Zainab Kota Pekanbaru. *Journal of Engineering Research*.
- Pratama, C. (2022). Pengaruh Disiplin Kerja terhadap Kinerja Pegawai pada Kantor Camat Ujungbatu.
- Riyanda, M. (2017). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Perizinan Kota Yogyakarta. <https://doi.org/10.1088/1751-8113/44/8/085201>.
- Shobirin, A., & Siharis, A. K. (2022). Pengaruh Kepemimpinan, Lingkungan Kerja, Kompensasi, Dan Motivasi Kerja Terhadap Kinerja Karyawan: Studi Literatur. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, 2(5), 235–246.
- Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif Dan R&D. Bandung:Alfabeta.