

The Role of Human Relations in Increasing Employee Performance

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Abstract

The background of this research was the low performance of the employee, which could be seen from the non optimal task implementation, overdue task completion, and low discipline. In this study, the researcher used analytical descriptive method, also literature study and field study as the instruments. The field study consisted of observation, interview, and questionnaire. The result of the research showed that the human relations done by the Sub-District Head had not been fully implemented based on the principles in human relations. It caused the low employee performance in the Argapura Sub-District Office of Majalengka Regency, so that the hypothesis of the researcher is true and can be accepted.

Keywords

human relations
performance; employee



I. Introduction

The objective of national development is to increase standard of living and welfare of the people which will lead to advanced and independent quality human resources in a peaceful environment. To bring the national objective into the realization, good and reliable government is needed so that the benefit can be received by all level of community. Besides, the awareness and responsibility of all Indonesians are needed; to be actively participated in the development to make the national development come true. In related to that, to support the national development, both national and regional government have the obligation to provide optimum public services in all areas to the community.

To provide the optimum public service, quality government officials are needed. Quality human resources are potential assets in order to build a performing organization (Iwan Christian Bethol, Burhanuddin Kiyai, no date; Yuli Ramanda, 2001; Susilowati, 2018), because the quality of the official or employee will affect the quality of employee performance. Thus, efforts are needed to improve the performance of each employee, so that the services to the community can lead to community satisfaction which will lead to trust in the government. It was also applied in Argapura Sub-District Office of Majalengka Regency, where in order to provide maximum service to the community, it was necessary to improve the quality of each employee so that employee performance could improve and the work could be carried out properly and optimally.

To reach the goals of an organization, the support of all parties are needed, which are the leader and employees. An organization must be able to create a supportive atmosphere where the leader is able to work closely with employees and direct the goals of the organization effectively so that employees feel that these goals are shared goals. The problems occurred in the officials in Argapura District were the limited opportunities to develop their knowledge, limited appreciation from the leader, insufficient work equipment and the placement of employees who were not in line with their expertise.

To improve employee performance, the Head of Sub-District is demanded to do one of the management functions, which is human relations. It means that to build relationships and good communication in order to create harmony among employees so as to be able to direct employees with high awareness and sense of responsibility towards the organization and can solve all problems among employees, which leads to the acceleration to achieve the organizational goals. Human relations has an impact on performance improvement (Iwan Christian Bethol, Burhanuddin Kiyai, no date; Angreini Talumantak, Christoffel Kojo, 2016; Moh. Nanang Khoirul Anwar, Moh. Mukeri Warso, 2016). Human Relations activities can run well if it is made into an organizational policy so that employees can be motivated and improve their work productivity. Human Relations will run well if it is balanced or accompanied by policies in the organization.

Human relations is the overall series of formal and good relations between superiors and subordinates, as well as subordinates with other subordinates who must be fostered in such a way as to create an intimate and harmonious team work and work environment in order to achieve goals (Siagian, 2004). The implementation of human relations is very important because it can solve problems which are related to human factors in the organization to make it run in line with the expected goals and create a conducive work climate and eliminate miss-communication at work which in turn can encourage improvement in employee performance itself (Anonymous, 2016).

II. Research Method

The research method used in this study was analytical descriptive study. It is a research method which illustrates the actual events which are recorded, collected, classified, analyzed, and finally taken into conclusion. The data of this research consisted of two variables, which are independent variable (X variable) of human relations and dependent variable (Y variable) of employee performance. The population of this research was 21 people, and the sample taken was 20 people with total sampling or census technique. To analyze the data or questionnaire, it was done by determining the distribution of frequency and percentage which was processed through SPSS version 22.00 program.

III. Result and Discussion

3.1 Implementation of Human Relations by Sub-District Head as an Effort to Increase Employee Performance in Argapura Sub-District Office of Majalengka Regency

In the implementation of human relations, a leader must understand and be able to apply the principles of human relations, so that the implementation of human relations can be more directed and effective and can direct and encourage employees to carry out any work or activities of the organization well to achieve goals organization. Similarly in the Argapura Sub-District Office in Majalengka Regency, as an effort to improve employee performance in carrying out their work, it was required to apply the principles of human relations in the implementation of human relations. To know the value of the principle of human relations implementation by the Sub-district head as an effort to improve employee performance at the Argapura Sub-District Office of Majalengka Regency, Table 4.11 below shows recapitulation of the highest score of the principles of human relations implementation.

Table 1. Recapitulation of Principles of human Relations Implementation bu Sub-District Head of Argapura

No.	Indicator of Questions	Total	
		F	%
1.	There must be a synchronization between the goals of organization with individual goals within the organization.		
	- There is a briefing.	12	60
	- Appropriate and acceptable goals of organizations for employees	13	65
	2. Comfortable work atmosphere		
	- Interesting job	12	60
	- Work atmosphere which increase work passion	12	60
	- Intimate work relations	13	65
	- Fair treatment from the leader to employees	13	65
3.	Reasonable informality in work relationship		
	- Harmonious work relationship	13	65
	- Maintain informal work relationship	12	60
	- Responsive leader	12	60
4.	Subordinates are not machine		
	- Do not force job to employees	11	55
	- Subordinates are involved discussion about work	11	55
	5. Improve subordinates' skill to the maximum level		
	- Give work based on the ability	12	60
	- Provide ability for courses/ training	13	65
6.	Interesting and challenging job		
	- Routine job	13	65
	- Understandable task at work	12	60
	- Challenging job	12	60
7.	Recognition and appreciation for doing the job well		
	- Appreciation in the form of appraisal	11	55
	- Promotion or prize given to outstanding employees	10	50
	8. Sufficient equipment		
	- Sufficient equipment for working	12	60
	9. The right man on the right places		
	- The suitability between background of education, expertise, and skill	11	55
	10. The compensation must be worth of the amount of work given		
	- Suitable salary and allowance	14	70
	Total	254	1270
	Average		60,5

According to Table 1, the average of the highest score reached 60,5%, so if it is related to the criteria of data analysis assessment, it reaches the criteria of “Fair”. Therefore, it can be concluded that the Sub-District Head still needs to improve his human relations to implement the principles of human relations optimally.

Based on the explanation, it can be concluded that the employee performance in Argapura Sub-District Office of Majalengka Regency has been fairly good based on the dimension of cost effectiveness. It was proven by the score of 2 (two) from the indicator of cost effectiveness which reached 65%. Thus, according to Arikunto’s criteria of data analysis assessment, the employee performance in the dimension of cost effectiveness has reached the predicate of “Fair”.

Table 2. Recapitulation of Employee Performance Achievement Score in Argapura Sub-District Office of Majalengka Regency

No	Employee Performance	F	%
1	Quantity		
	- Result of work is suitable with the predetermined target	12	60
	- The increased number of employee’s attendance	12	60
2	Quality		
	- The work is done based on the target in line with the work standard and guideline	13	65
	- The result of work is the same as the expectation	13	65
3	Productivity		
	- The work result give satisfaction for the organization and community	11	55
	- The increased of employee’s spirit in doing the task	10	50
4	Punctuality		
	- Completion of work which is punctual and based on the guideline has been set	11	55
	- The increased work discipline of employee in carrying out the task	11	55
5	Cost Effectiveness		
	- No waste of money in work implementation	14	70
	- The work is done based on the predetermined budget	12	60
Total		120	595
Average percentage = $\frac{595}{10}$		59,5	

Source : Research result in 2014

Based on the results of the achievement of human relations implementation by the Sub-District Head and employee performance, it can be concluded that the implementation of human relations based on the implementation of human relations principles has a parallel relationship with the improvement of employee performance. It has been proven from the recapitulation of the average score of the implementation of human relations principle which reached an average value of 60.5% with the predicate of “Fair” and the performance

achievements of new employees which reached an average of 59.5% with the with the predicate of “Fair”.

The results showed that the implementation of human relations was empirically proven to improve employee performance because the impact given by human relations was to make employees to be more communicative to their colleagues and leader. The results of this study is in line with the results of research conducted by (Kim et al., 2010; Irfan, 2014) which showed that the implementation of human relations can improve the spirit at work through leadership so that work effectiveness can be maintained. Therefore, human relations has a close relationship with the performance of employee and organization (Annisa Ayu Fadillah, 2011; Ngari, 2016).

3.2 Obstacles in the Human Relations by Sub-District Head as an Effort to Increase Employee Performance in Argapura Sub-District Office of Majalengka Regency

In the implementation of human relations, the Sub-District Head met some obstacles in implementation the principles of human relations principles. It affected the effort to improve the employee performance in Argapura Sub-District Office of Majalengka Regency. The obstacles were among others:

1. In implementing the principles that subordinates are not machines, the obstacles were:
 - a. The difference of education background level and ability of the employees caused less optimal result in implementing the principle of not forcing job to employees.
 - b. The limited time owned by Sub-District Head caused the lack of intensity of work discussions.
2. In implementing the principle of recognition and appreciation for doing the job well, the obstacles were:
 - a. Limited time owned by Sub-District Head cause less optimal of giving appraisal to the outstanding employees.
 - b. Limited fund caused the lack of allowance or prize given to the outstanding employees.
3. In implementing the principle of the right man on the right places, the obstacles were the imbalance of level of education and skill of employees which caused the less optimal burden of work based on their abilities.

3.3 Efforts of Sub-District Head to Overcome the Obstacles in the Implementation of Human Relations in the Effort to Increase Employee Performance in Argapura Sub-District Office of Majalengka Regency

To overcome the obstacles in the implementation of human relations, the Sub-District Head of Argapura of Majalengka Regency has done the following efforts:

1. To overcome the limited time by Sub-District Head, the efforts done were:
 - a. Delegating the authority to the employee so that the work discussion could be carried out.
 - b. Spending more time for the office, so that giving the appraisal to the outstanding employees can be done.
2. To overcome the limited fund, the Sub-District Head made effort by:
 - a. Making priority scale in the official revenue and expenditure budget.
 - b. Making proposal for funding to the Regency government so that the price or allowance could be given optimally to the employees.

3. To overcome the imbalance of level of education and skill of employees, the Sub-District Head made effort by:
 - a. Giving opportunities for the employees to attend higher education.
 - b. Conducting courses or training that support the implementation of work.
 - c. Provide guidance and direction regarding the implementation of the task.

IV. Conclusion

The results of the research has been done by the researcher showed that the overall implementation of the principles of human relations by the Sub-District Head had only reached an average value of 60.5%. Thus, the implementation of human relations by the new Sub-District Head was considered "Fair". It proves that the principles of human relations have not yet been fully applied by the Sub-District Head. To overcome these obstacles in applying human relations principles, the Sub-District Head made the following efforts:

1. To overcome the imbalance of ability of the employees, the Sub-District Head made effort by:
 - a. Giving opportunities for the employees to attend higher education.
 - b. Conducting courses or training that support the implementation of work.
 - c. Giving direction and guidance to the employees about the task completion.
2. To overcome the limited time by Sub-District Head, the efforts done were:
 - a. Delegating the authority.
 - b. Spending more time for the office.
3. To overcome the limited fund, the Sub-District Head made effort by:
 - a. Making priority scale in the official revenue and expenditure budget.
 - b. Making proposal for funding to the Regency government

The implementation of human relations by the Sub-District Head has a parallel relationship with efforts to improve employee performance at Argapura Sub-District Office of Majalengka Regency. It proved that the recapitulation of the average score regarding the implementation of the human relations principles which reached an average value of 60.5% with "Fair" category and efforts to improve employee performance reached an average value of 59.5% with the "Fair" category.

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