

**THE INFLUENCE OF HUMAN RELATIONS AND PHYSICAL WORK ENVIRONMENT  
ON THE WORK ETHOS OF WAREHOUSE EMPLOYEES  
AT PT. TALKINDO SLAKSA ANUGRAH, SOUTH TANGERANG**

**Endang Susilo Wardani<sup>1</sup>, Eti Ariyanti<sup>2</sup>, Laila Irawati<sup>3</sup>**

<sup>1,2,3</sup>Fakultas Ekonomi dan Bisnis, [dosen01645@unpam.ac.id](mailto:dosen01645@unpam.ac.id), Universitas Pamulang

**ABSTRACT**

This research investigates the impact of human relations and the physical work environment on the work ethic of warehouse employees at PT. Talkindo Selaksa Anugrah, South Tangerang. The study focuses on a population comprising 62 employees in the warehouse department, using a saturated sampling technique where the entire population serves as the sample. This ensures comprehensive representation of the targeted group for reliable results. A quantitative research approach was employed, utilizing an associative method to examine the relationships between variables. Data collection was conducted through structured questionnaires designed with a Likert scale to measure respondents' agreement levels with various statements related to human relations, physical work environment, and work ethic. The study incorporates both primary data, obtained directly from respondents, and secondary data, sourced from relevant literature. Results indicate that both human relations and the physical work environment significantly and positively affect work ethic, both individually and collectively. This study highlights the critical role of fostering interpersonal relationships and maintaining a supportive physical environment in enhancing employee motivation, satisfaction, and overall productivity.

Keywords: Human Relations, Physical Work Environment, Work Ethic.

**1. INTRODUCTION**

Organizations and institutions have different ways of achieving their goals, which involve technology, capital, raw materials, and human resources. Human resources are the most vital element because individuals are the primary drivers within an organization. Therefore, human resource development becomes a key strategy to enhance global competitiveness. Employees who can optimize the performance and efficiency of an organization are the key to a company's success. Moreover, in this era of globalization, organizations require skilled and qualified human resources to improve corporate performance. Every organization must be able to adapt and strengthen its foundation to compete and face future challenges in the current globalized world.

Maintaining good relationships among members (Human Relations) is crucial for achieving organizational goals because an organization consists of individuals with different interests and objectives. Therefore, good relationships among members are necessary to build a harmonious and productive work environment. Positive relationships can improve communication, teamwork, performance, and productivity. Additionally, employee satisfaction and motivation will increase, which will ultimately result in greater loyalty and commitment to the organization.

Management needs to facilitate the establishment of good relationships by forming solid teams, providing interpersonal skills training, and paying attention to employees' well-being and needs. Cultural differences, education, and personal values should also be considered, with the appropriate approach applied to each individual. By maintaining good relationships among individuals, organizations can ultimately achieve their goals by creating a pleasant workplace.

Human Relations activities can be formalized into policies, but there are also informal activities, such as giving awards to high-productivity employees to boost enthusiasm and work motivation. Activities that fall under human relations, even if not formalized as policies, such as shared meals or gatherings outside working hours, are also important. Human Relations encompasses various aspects, such as communication, teamwork, trust, empathy, recognition, and social support. It concerns attitudes, behaviors, and influences between individuals that mutually affect each other. Human Relations are essential to create a good and productive workplace. With comfortable and flexible work relationships, employees will feel more comfortable completing their tasks. In the competitive business world, business operators must be able to survive and compete because these factors drive the operational activities of the company.

Business operations are carried out to maximize efficiency and maintain business continuity, resulting in profit and achieving company goals. When an organization successfully achieves its set objectives, it is crucial to

involve high-quality human resources. Therefore, organizations must strive to attract the necessary qualified employees. One way to achieve this is by managing human resources to achieve high productivity for the company. With effective human resource management, employees can easily overcome problems and quickly adapt to internal and external changes. Without good human resource management, it would be difficult for employees to develop their skills and work achievements.

Employees can actively achieve their goals if they have a strong work ethic. Work ethic is reflected when employees want to perform their jobs with optimal results and satisfaction. When company morale is low, it impacts performance. On the other hand, employees with high work enthusiasm can help improve their output. Many factors influence the development of professional work ethic, such as relationships among employees, working conditions, job security and stability, as well as attention to spiritual, physical, self-esteem needs, effective leadership, and attractive incentives.

Human relations, especially between leaders and employees, can enhance productivity by solving problems related to work situations and individual employees. Interactions between members and leaders in a company create happiness and work enthusiasm. The execution of tasks among employees is interconnected, so comfortable relationships and good communication will make employees feel happy and comfortable while completing their tasks.

An essential element in building human relations is understanding human nature, accepting others as they are, maintaining professionalism in work, and creating a harmonious, pleasant, and productive work environment. A positive work atmosphere boosts work enthusiasm, impacting work outcomes. Besides considering internal aspects of the company, it is also important to consider the people and environment outside the company. The physical condition of the work environment, such as color, clean air circulation, space to move, safety, and noise, can affect an employee's ability to work. A pleasant working environment not only improves work enthusiasm but also increases the efficiency of the work environment.

The physical work environment includes everything the company provides, such as parking, stability, location, and building design. It also encompasses conditions around the office, such as lighting, security, air, and noise. PT Talkindo Selaksa Anugrah (BreadTalk) is a retail and food & beverage company owned by Johnny Andrian Group. The company has a warehouse located in the Pergudangan Taman Tekno Complex, Block D1 No. 11, Setu, Tangerang Selatan. In 2013, they redesigned the raw material storage layout in the warehouse to reduce the time spent searching for raw materials and shorten the distance that operators had to travel. The company must maintain and improve the quality of its human resources, given the increasingly fierce industry competition. A strong work ethic increases customer happiness, productivity, and job quality, all of which are beneficial to the business.

Human relations cover the relationships between individuals, individual-group, and groups within an organization. Both physical and non-physical work environments, including the facilities provided by the company, influence employee motivation and performance, which in turn affects their work ethic. Therefore, the quality of talent is crucial for the continuity of the organization. The company's management can control efforts to improve the quality of the workforce and create an effective working environment to achieve the company's goals.

The data obtained shows that the relationship among employees in the Warehouse Department of PT Talkindo Selaksa Anugrah tends to fluctuate, with communication among employees reaching 61%, employee participation at 72%, and counseling relationships at 51%. Conflict and miscommunication problems often arise, hindering the completion of tasks according to established standards. Some leaders also have not provided clear guidance and tend to be emotional without constructive solutions. This leads to employees not fully accepting guidance and not performing their tasks effectively, as leadership fails to create a peaceful and enjoyable environment.

Human relations in the company are crucial for creating a productive and harmonious work environment. The relationship between humans and the physical environment is also highly important. Good physical work environment conditions impact employee health and well-being, which ultimately increases motivation and performance. Good relationships among employees affect productivity and work efficiency, and a comfortable atmosphere will facilitate collaboration and minimize conflict. By considering a good physical environment and fostering harmonious relationships, companies can enhance employee productivity while maintaining their health and well-being, which in turn improves satisfaction and loyalty toward the company.

## 2. METHODS

The research method used in this study is a quantitative approach with an associative type of research. This study aims to test the influence of two or more variables, with data collected objectively using research instruments and statistical analysis to test the hypotheses. The research will be conducted from October 2023 to July 2024, located at PT. Talkindo Selaksa Anugrah.

This study uses the dependent variable, Work Ethic, which is influenced by two independent variables: Human Relations and Physical Work Environment. Each variable is measured using a Likert scale to determine the level of agreement of respondents with statements in the questionnaire. The population consists of 62 employees in the Warehouse Department at PT. Talkindo Selaksa Anugrah, using a saturated sampling technique, where the entire population is taken as the sample. The data used in this study comes from two sources: primary data obtained through questionnaires and secondary data obtained through literature studies. To process the data, editing, coding, and scoring are used to facilitate further analysis. Descriptive statistics are used to describe the collected data without generalizing the findings.

The research instrument test is conducted using validity and reliability tests. The validity test ensures that the questionnaire measures what it is supposed to measure, while the reliability test measures the consistency of respondents' answers. After that, classical assumption tests are conducted to ensure the data meets the regression requirements, such as normality, multicollinearity, heteroscedasticity, and autocorrelation tests. In data analysis, multiple linear regression is used to measure the effect of independent variables on the dependent variable. Hypothesis testing is performed using the F-test to measure the simultaneous effect and the t-test to measure the partial effect of each variable on work ethic and employee performance. The results of this analysis are expected to provide a clear picture of the factors affecting work ethic in the company.

## 3. RESULT AND DISCUSSION

### A. Descriptive Statistics

**Table 1. Descriptive Statistics**

Descriptive Statistics						
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Human Relation	62	25.00	40.00	2126.00	34.2903	3.68598
Physical Work Environment	62	11.00	24.00	1176.00	18.9677	3.26415
Work Ethic	62	22.00	36.00	1836.00	29.6129	3.32085
Valid N (listwise)	62					

After collecting primary data from the questionnaire, the researcher converted the data from qualitative to numerical form so that it could be analyzed statistically. Based on the results of the descriptive statistical analysis, the characteristics of the research variables can be explained as follows: For the Human Relations (X1) variable, the data shows an average value of 34.2903, with a maximum value of 40 and a minimum value of 25, as well as a standard deviation of 3.68598. For the Physical Work Environment (X2) variable, the average value is 18.9677, with a maximum value of 24 and a minimum value of 11, along with a standard deviation of 3.26415. For the Work Ethic (Y) variable, the data shows an average value of 29.6129, with a maximum value of 36 and a minimum value of 22, and a standard deviation of 3.32085.

### B. Classic Assumption Test

#### 1. Normality Test

**Table 2. One Sample Kolmogorov-Smirnov Test**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		62
Normal Parameters <sup>a,b</sup>	Mean	0.000000
	Std. Deviation	2.41566204
Most Extreme Differences	Absolute	0.083
	Positive	0.061
	Negative	-0.083

Test Statistic		0.083
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

A significance level greater than 0.05 is considered an indication of a normal data distribution, while a significance level less than 0.05 suggests that the data is not normally distributed. Based on the data processing results using SPSS version 26, the One-Sample Kolmogorov-Smirnov normality test produced a significance level of 0.200, which is greater than 0.05. This indicates that the data is normally distributed, allowing the factor analysis to proceed.

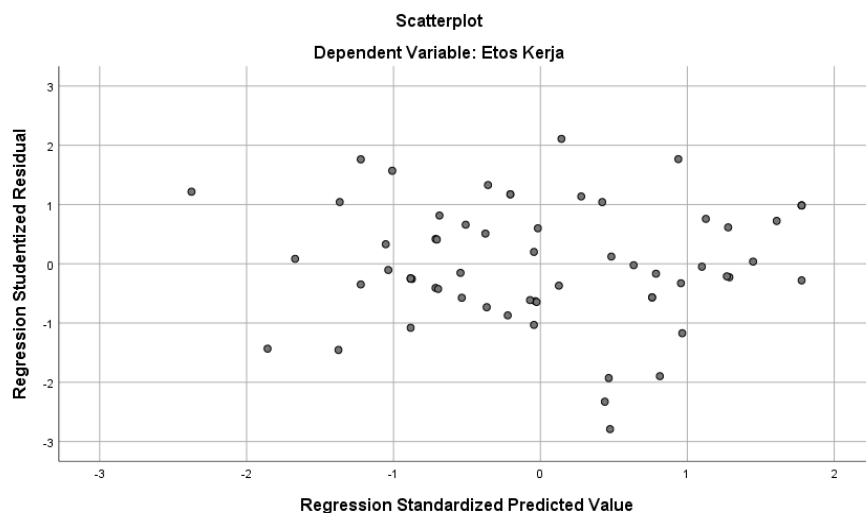
## 2. Multicollinearity Test

To ensure that the regression model in this study shows a significant relationship between the independent variables, the multicollinearity test is used. There is no indication of multicollinearity affecting the relationship between independent variables if the regression model is functioning well. The analysis results show that there is no multicollinearity, as evidenced by the values of the Variance Inflation Factor (VIF) and tolerance. When the variability of the independent variables cannot be explained by other independent variables, evaluation is done using the tolerance value. If the tolerance value is greater than 0.10 and the VIF value is less than 10.00, multicollinearity does not occur. Based on the results of the multicollinearity test using SPSS version 26, the tolerance value obtained is 0.742, which is greater than 0.1, and the VIF value is 1.803, which is less than 10.00. This indicates that the regression model in this study is free from multicollinearity issues.

## 3. Autocorrelation Test

To test whether the regression model in this study shows a significant relationship between the independent variables, a multicollinearity test was conducted. If the regression model is functioning properly, there should be no multicollinearity affecting the relationships between the independent variables. The test results indicate that there is no multicollinearity, as seen from the values of the Variance Inflation Factor (VIF) and tolerance. If the tolerance value is greater than 0.10 and the VIF value is less than 10, it can be concluded that multicollinearity does not occur. Based on the findings using SPSS version 26, the obtained tolerance value is 0.742, which is greater than 0.1, and the VIF value is 1.803, which is lower than 10. Therefore, this regression model does not indicate the presence of multicollinearity.

## 4. Heteroscedasticity Test



**Figure 1. Heteroscedasticity Test**

The heteroscedasticity test aims to examine whether the residual variance in the regression model is evenly distributed across the data. Based on the test results, if the significance value is greater than 0.05, then heteroscedasticity is not present. Conversely, if the significance value is less than 0.05, it indicates that heteroscedasticity occurs. From the data processing results using SPSS version 26, as shown in the normality test image, it can be seen that there is no indication of heteroscedasticity. This is demonstrated by the random spread of points above and below without forming a specific pattern, which indicates that the regression model meets the assumption of homoscedasticity.

**C. Multiple Linear Regression Analysis**

**Table 3. Multiple Linear Regression Analysis**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.686 <sup>a</sup>	.471	.453	2.456	.471	26.250	2	59	.000

a. Predictors: (Constant), Lingkungan Kerja Fisik, Human Relation

Correlation testing is a statistical method used to assess whether there is a relationship between independent variables, such as Human Relations (X1) and Physical Work Environment (X2), with the dependent variable, which is Employee Work Ethic (Y). Based on the analysis results shown in table 4.26, a correlation coefficient value of 0.686 is obtained, indicating that Human Relations (X1) and Physical Work Environment (X2) have a strong influence on Employee Work Ethic (Y).

**D. Discussion**

The study underscores the significant role of human relations in influencing employee work ethic. Human relations refer to the interactions and interpersonal dynamics among employees and between employees and their leaders. Effective human relations foster a sense of connection, mutual respect, and collaboration within an organization. When employees experience supportive and harmonious relationships at work, they are more likely to feel motivated and committed to achieving organizational goals. This positive dynamic creates an environment where employees are encouraged to perform at their best. The importance of human relations is also reflected in the ability of leaders to create meaningful connections with their teams. Leaders who prioritize communication, trust, and empathy can inspire their employees to work collaboratively and efficiently. This approach enhances team cohesion and builds a sense of belonging, which ultimately improves work ethic. By addressing individual and group concerns, leaders can promote a culture of mutual respect and productivity. Moreover, human relations serve as a foundation for resolving conflicts and overcoming challenges in the workplace. When employees and leaders maintain open lines of communication, misunderstandings can be addressed constructively. This prevents conflicts from escalating and helps maintain a positive work environment. A workplace that values and fosters human relations contributes to employees feeling valued and supported, enhancing their engagement and performance.

The physical work environment also has a profound impact on work ethic. A well-designed and supportive work environment creates a sense of comfort and satisfaction for employees. Factors such as adequate lighting, good air circulation, cleanliness, and ergonomic workspace arrangements play a vital role in ensuring employees' physical and mental well-being. A positive physical environment reduces stress and fatigue, allowing employees to focus on their tasks effectively. In addition to physical comfort, the overall ambiance of the workplace affects employee morale. An environment that is aesthetically pleasing and well-maintained fosters a sense of pride among employees. It signals that the organization values their well-being, which in turn motivates them to contribute positively to the company. This sense of pride and satisfaction is directly linked to improved work ethic and productivity. The interplay between human relations and the physical work environment creates a powerful synergy in shaping employee behavior. When employees experience supportive relationships and work in a comfortable environment, their motivation and engagement are significantly enhanced. This combination fosters a positive workplace culture where employees feel encouraged to perform at their best and collaborate effectively.

Organizations that invest in both human relations and the physical work environment are better equipped to address the needs and expectations of their employees. By prioritizing these aspects, companies can create a harmonious workplace that supports employee growth and satisfaction. This, in turn, leads to higher levels of commitment, reduced turnover, and improved overall performance. Furthermore, fostering effective human relations and maintaining a conducive work environment can enhance employee loyalty. Employees are more likely to stay committed to an organization that values their contributions and provides a supportive environment. Loyalty is a critical factor in achieving long-term organizational success, as it reduces recruitment and training costs and ensures a stable workforce.

The study also emphasizes the importance of leadership in bridging the gap between human relations and the physical work environment. Leaders who actively engage with their teams and address their concerns can create

a balanced and productive workplace. By fostering a culture of collaboration and ensuring that the physical environment meets employees' needs, leaders can drive organizational success. A positive work ethic is closely tied to employees' perception of their workplace. When employees perceive their organization as supportive and their work environment as conducive to productivity, they are more likely to demonstrate a strong work ethic. This includes taking ownership of their responsibilities, maintaining a positive attitude, and striving for excellence in their tasks.

The findings of the study highlight the need for organizations to adopt a holistic approach to workforce management. By addressing both interpersonal and environmental factors, companies can create a workplace that promotes employee well-being and performance. This approach not only enhances individual work ethic but also contributes to achieving broader organizational goals. In a competitive business landscape, organizations that prioritize human relations and physical work environment have a distinct advantage. These elements contribute to a positive employer brand, attracting top talent and retaining skilled employees. A strong workforce is essential for maintaining operational efficiency and achieving sustained growth.

The relationship between human relations, physical work environment, and work ethic underscores the interconnected nature of workplace dynamics. Employees do not operate in isolation; their performance is influenced by the people and environment around them. Recognizing and addressing these interdependencies is key to fostering a productive and harmonious workplace. The study concludes that organizations must continuously evaluate and improve their human relations practices and physical work environment. By doing so, they can create a supportive ecosystem where employees feel valued, motivated, and empowered. This holistic approach ensures that the workforce remains engaged and committed, driving the organization toward success. Ultimately, the findings serve as a reminder that people are at the heart of any organization. When employees feel supported, respected, and provided with the necessary resources and conditions, they are more likely to develop a strong work ethic. This not only benefits the organization but also contributes to the personal growth and satisfaction of its employees.

#### **4. CONCLUSION**

Based on the research conducted, it was found that human relations and the physical work environment have a significant impact on employee work ethic in the Warehouse Department of PT. Talkindo Selaksa Anugrah, South Tangerang. Human relations contribute positively to improving work ethic by fostering harmonious interpersonal relationships, effective communication, and adequate social support. These elements play a crucial role in enhancing work motivation and productivity among employees. The physical work environment also positively influences work ethic. Factors such as workplace comfort, proper lighting, good air circulation, and cleanliness help create a conducive and supportive atmosphere. Such an environment boosts employee enthusiasm and engagement, ultimately leading to better performance and satisfaction at work. Moreover, human relations and the physical work environment collectively have a significant impact on employee work ethic. Together, these two factors substantially influence how employees perform and engage with their tasks. While other elements outside the scope of this study may also contribute, these findings highlight the importance of prioritizing interpersonal dynamics and physical conditions in the workplace. The study concludes that effective management of human relations and the creation of a comfortable work environment are essential in fostering a strong work ethic among employees. To maintain and enhance productivity, the company is encouraged to continuously improve these aspects, ensuring a supportive and motivating workplace that contributes to long-term business sustainability.

#### **REFERENCES**

- [1] Arikunto, S. (2019). *Prosedur penelitian*. Jakarta: Rineka Cipta.
- [2] Edy Sutrisno. (2017). *Fungsi manajemen: Manajemen sumber daya manusia (9th ed.)*. Jakarta: Kencana.
- [3] Effendy, O. U. (2021). *Human relations dan public relations*. Bandung: Cv. Mandar Maju.
- [4] Ghozali, I. (2019). *Aplikasi multivariete*. Semarang: Universitas Diponegoro.
- [5] Ghozali, I. (2020). *Uji normalitas 154*. Semarang: Universitas Diponegoro (BPUD).
- [6] Husein Umar. (2019). *Metode penelitian kuantitatif, kualitatif*. Jakarta: PT. Raja Grafindo Persada.
- [7] Howard, M. C. (2019). *Definisi manajemen (12th ed.)*. Jakarta: McGraw Hill Education.
- [8] Kartono. (2017). *Pendekatan dalam melihat turnover intention*. Yogyakarta: CV Budi Utama.
- [9] Munaef. (2020). *Etos kerja: Aplikasi manajemen*. Jakarta: PT. Bumi Aksara.
- [10] Nurhayati, & Supomo (2019). *Manajemen sumber daya manusia (Cetakan kedua)*. Bandung: Yrama Widya
- [11] Onong (2021). *Manajemen sumber daya manusia: Perilaku organisasi*. Jakarta: Erlangga.
- [12] Priansa, D. J. (2018). *Perencanaan dan pengembangan SDM*. Bandung: CV Alfabeta.

- [13] Purnomo, R. A. (2017). Analisis statistik ekonomi dan bisnis dengan SPSS (Cetakan ketiga). Ponorogo: Wade Group.
- [14] Sinamo, J. (2020). 8 Etos kerja profesional. Jakarta: Institut Dharma Mahardika.
- [15] Sedarmayanti. (2017). Fisik lingkungan kerja (21st ed.). Jakarta: PT. Citra Aditya Bakti.
- [16] Sugiyono. (2022). Metode penelitian kuantitatif, kualitatif, dan R&D. Bandung: Alfabeta.
- [17] Sutrisno, E. (2017). Manajemen sumber daya manusia (Edisi pertama, Cetakan kesembilan). Jakarta: Kencana.
- [18] Timotius, K. H. (2017). Pengantar metodologi penelitian: Pendekatan manajemen pengetahuan untuk perkembangan pengetahuan. Yogyakarta: Andi.
- [19] Umar, H. (2019). Metode riset manajemen perusahaan. Jakarta: Gramedia Pustaka Utama.
- [20] Arifah, N. (2015). Pengaruh human relation (hubungan antar manusia) dan kondisi lingkungan fisik terhadap etos kerja karyawan pada PT. Delta Merlin Sandang Tekstil 1 Sragen (Doctoral dissertation, Universitas Muhammadiyah Surakarta).
- [21] Da Silva, G. (2020). Strategi pemimpin dalam meningkatkan etos kerja pegawai di RSUD Hanau Pemuang Hulu Kabupaten Seruyan (Doctoral dissertation, Universitas Muhammadiyah Palangkaraya).
- [22] Deviyanti, D., & Utami, E. (2023). Analisis penerapan prinsip-prinsip human relations dalam komunikasi organisasi pada startup di Indonesia. *Jurnal Interaksi: Jurnal Ilmu Komunikasi*, 7(2), 308-326.
- [23] Erniwati, E., Parlindungan, G. T., & Fatia, A. (2023). Pengaruh human relation dan budaya organisasi terhadap etos kerja pegawai pada Badan Pengelolaan Keuangan dan Pendapatan Daerah Kota Pariaman. *Jurnal Point Equilibrium Manajemen dan Akuntansi*, 5(1), 1-11.
- [24] Fadillah, R., Sulastini, S., & Hidayati, N. (2017). Pengaruh kompetensi, disiplin kerja dan lingkungan kerja terhadap kinerja karyawan pada kantor bank Kalsel cabang pembantu di Banjarmasin. *Jurnal Bisnis dan Pembangunan*, 6(1), 1-9.
- [25] Hardianti, M., Taslim, D., Tenri, S. P. D., & Agung, W. K. (2022). Pengaruh human relation (hubungan antar manusia) dan lingkungan kerja fisik terhadap etos kerja karyawan pada PT. Equiport Inti Indonesia. *Jurnal Manajemen*, 2(1).
- [26] Hidayah, K. N. (2018). Pengaruh human relation dan kondisi lingkungan kerja fisik terhadap kinerja karyawan PT. Sumber Abadi bersama Gondanglegi melalui variabel etos kerja (Doctoral dissertation, Universitas Islam Negeri Maulana Malik Ibrahim).
- [27] Kardina, R. (2021). Analisis pengaruh human relation (hubungan antar manusia) dan kondisi lingkungan kerja terhadap etos kerja pegawai pada kantor Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan Binjai. *Kumpulan Karya Ilmiah Mahasiswa Fakultas Sosial Sains*, 1(1), 2622-8092.
- [28] Karyoto, K. (2017). Faktor-faktor yang mempengaruhi etos kerja karyawan pada Rumah Sakit Qolbu Insan Mandiri Kabupaten Batang. *Ic-Tech*, 12(2), 1907-7912.
- [29] Khotimah, S., Effendi, R., & Kumalasari, E. (2021). Pengaruh lingkungan kerja fisik dan lingkungan kerja non fisik terhadap kinerja karyawan pada dealer mobil Toyota Auto 2000 cabang pembantu Pangkalan Bun. *Magenta*, 9(2), 65-74.
- [30] Mulyani, S. (2019). Pengaruh human relation (hubungan antar manusia) dan kondisi lingkungan kerja fisik terhadap etos kerja pegawai pada PDAM Tirtanadi Sumatera Utara cabang Cemara Medan. *Journal Economy And Currency Study (JECS)*, 1(1), 31-38.
- [31] Munarsih, E., Nurcholifah, I., S. El, M. M., Humaidah Muafiqie, S. E., Kardini, N. L., Ani Mekaniwati, S. E., ... & Tarigan, W. J. (2022). Etika profesi manajemen. CV Rey Media Grafika.
- [32] Munfarikhah, A. (2020). Pengaruh human relation dan lingkungan kerja fisik terhadap kinerja karyawan melalui etos kerja: Studi kasus pada Dinas Pariwisata Kota Batu (Doctoral dissertation, Universitas Islam Negeri Maulana Malik Ibrahim).
- [33] Najib, R. A., & Ramlawati. (2018). Analisis dampak human relation dan lingkungan kerja fisik terhadap etos kerja pegawai BPJS.
- [34] Pramono, A., & Safarini, N. (2021). Pengaruh disiplin dan lingkungan kerja terhadap kinerja karyawan pada PT. Bank Lampung Kantor Cabang Pembantu Pringsewu. *Jurnal Relevansi: Ekonomi, Manajemen dan Bisnis*, 5(2), 14-29.
- [35] Pranatha, I. K. A. (2023). Pengaruh kepemimpinan, budaya organisasi dan lingkungan kerja fisik terhadap semangat kerja karyawan pada PT. Tini Jaya Mandiri Denpasar (Doctoral Dissertation, Universitas Mahasaraswati Denpasar).
- [36] Putra, S. M., & Monica. (2017). *E-Jurnal Management UMUD*, 6(3), 1644-1673.