

THE EFFECT OF HUMAN RELATIONS, AND WORK ENVIRONMENT ON EMPLOYEES PERFORMANCE DURING THE COVID-19 PANDEMIC AND WORK ETHOS AS INTERVENING VARIABLES.

(Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

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Abstract:

Background: This study aims to determine the effect of Human Relations and the work environment on employee performance through work ethic as an intervening variable during the Covid-19 pandemic.

Materials and Methods: This research is a quantitative research where the object used is an employee of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province. This research was conducted by using probability sampling method. The number of samples in this study were 40 respondents. This research was conducted with the help of SPSS version 25 for windows.

Results: The results of the study explain that based on path analysis calculations, the Human Relations variable has a direct effect on employee performance, the Work Environment has a direct effect on employee performance, Work ethic has a direct effect on employee performance.

Conclusion: Human Relations and Work Environment variables indirectly affect employee performance, then work ethic has a direct effect on employee performance, this is because there is a comfortable work environment so that it can lead to work morale with this, employee performance good will be achieved.

Key Word: Human Relations; Work Environment; Work Ethic; Employee Performance.

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I. Introduction

According to (Harahap, 2020), the Chinese government reported to the United Nations on December 31, 2019 about the outbreak of Corona virus disease (Covid) 19 in Wuhan, Hubei Province, China. From this Wuhan, Covid-19 has spread throughout the world, including Indonesia through the traffic of people and goods using international flight and shipping routes.

The COVID-19 pandemic has caused unprecedented challenges to public health systems and the global economy (McKibbin & Roshen, 2020). The COVID-19 pandemic has caused dramatic changes in social and work organization in many countries around the world. The changes and threats that some working conditions may pose, in most cases, occur rapidly, and develop over a short period of time. The government has implemented social distancing through control measures in many aspects of society, especially mobility (Walker et al., 2020). Our social life and the way we work have changed, and many countries are making policies considering lockdowns (governments forcing people to stay at home) or social distancing (people living a certain distance from one another) to continue into the future (Gallagher, 2020).

Enforcement of this health protocol is a form of new norm that must be adhered to by all levels of society, including at PT. Regional Development Bank of East Kalimantan & North Kalimantan (Bankaltimara) Penajam Branch. With the implementation of health protocols at all levels, it causes a social shift. What was originally a social process that could be directly intertwined and lead to direct interaction, has now changed. The social process is maintaining a safe distance, washing hands with soap, avoiding crowds, and limiting mobility) thus forcing humans to reduce direct relationships and change environmental conditions.

Human resource development is expected to be able to improve organizational performance because human resources are the main key in an organization (Hasanah et al., 2018) because organizations always try to find and train employees with enthusiasm, create and maintain competitive human resources (Situmeang et al., 2018). al., 2018). The ability of human resources to provide an active role and dominate every business-oriented organization, because humans are planners, participants and determinants of achieving organizational and business goals (Hidayat & Cavourina, 2018) and are influenced by employee performance (Wahyuaji, 2019).

Performance can be one or more tasks assigned to employees, and the progress of the organization depends on the performance of all its employees (Marwansyah, 2019) in other words the results carried out from processes carried out by humans (Suwatno & Priansa, 2011) through performance ranging from individuals, work unit or organization by choosing targets and achievements obtained from behavior (Simatupang & Efendi, 2020), or organizational or company performance becomes the accumulation of performance from the accumulated performance of each organizational unit as well as the performance of all individuals from its operations to its management (Silalahi et al. , 2019) and organizational problems related to performance are not only experienced by government organizations but also by private organizations (Ardiansyah & Sulistiyowati, 2018). In other words, performance must be able to overcome problems that arise in the organization so that goals can be achieved, without good performance it will disrupt the continuity of the life cycle of the organization.

According to Saputro and Fathoni (2017) that Human Relations is one of the main requirements in creating communication in order to achieve success, both between individuals and communication carried out within certain companies or agencies. Bringing someone to establish good relationships (Human Relations) between workers and leaders in the company will help establish good vertical and horizontal communication.

The work environment is also one of the things that affect the implementation of employee duties optimally so it needs to be considered by the company, which includes the work atmosphere, co-worker relations, and the availability of work facilities (Arianto & Kurniawan, 2020). This is also supported by previous research conducted by Thushel Jayaweera (2015), Saputro, Fathoni (2017), Syifani Hidayah, Jumawan, Agus Dharmanto, Hadita, and Kardinah Indrianna Meutia (2021), Muchtar (2016), Zahra Hassanzadeh Khamsi , and Mahmood Samadi Largani (2014), Dzurriyatut Thoyyibah (2016), Venna Ami Pramasari (2019), and Susanti, Musadieq, and Ruhana (2014), show the results that Human Relations and work environment have a significant positive direct effect on employee performance.

Work ethic is a unique key to success and can be fundamental to success at the personal, social and organizational levels (Sutrisno, 2013 in Yonaldi, et al, 2018). Relationships between employees that are well established in the company (Human Relations), leadership factors in the company, self-esteem and physical and spiritual needs in the office environment, the office environment itself is a component that affects the work ethic of employees (Sinamo, 2009 in Yonaldi, et al. , 2018). This is also supported by previous research conducted by Saputro and Fathoni (2017), Venna Ami Pramasari (2019), and Rika Ayu Sundani, Raden Ayu Ritawati and Yusiresita Pajaria (2020), and Nur Arifah (2015) showing the results that Human Relations and work environment on employee performance through work ethic variables have an indirect effect.

PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankkaltimtara) Penajam Branch Kab. Penajam Paser Utara, East Kalimantan Province is one of the Regional Owned Enterprises owned by the East Kalimantan Provincial Government, North Kalimantan Provincial Government, Regency/City Governments in East Kalimantan and Regency/City Governments in North Kalimantan with a legal entity form of Limited Liability Company. Bankkaltimtara is also known as the Regional Development Agent, with the aim of providing financing for the implementation of regional development efforts within the framework of the Universal National Development Plan. Before the covid 19 pandemic, the Penajam Branch Bankkaltimtara was always busy with a fairly long queue but the service was still good and pleasant. After the covid 19 pandemic, there were still many visitors to the Bankkaltimtara Penajam Branch, so the Branch leadership had to make policies to maintain the safety of employees and customers. The policies established related to changes in the non-physical work environment include standards and procedures for using masks and gloves, not in contact with colleagues or customers, requiring frequent hand washing for employees and spraying hand sanitizer on customers who come, limiting customers who enter the Bank to not crowded, and may not serve customers who do not wear masks.

II. Material And Methods

This research is quantitative research or often called numerical data. Quantitative is a method for testing certain theories by examining the relationship between variables and data in the form of numbers that can be analyzed based on statistical procedures. The qualitative data is data in the form of answers from employees or resource persons obtained from the results of questionnaires distributed by researchers and has been processed, in order to analyze the influence of human relations and work environment on employee performance at PT. Regional Development of East Kalimantan North Kalimantan (Bankkaltimtara) Penajam Branch, North

Penajam Paser Regency, East Kalimantan Province by using the Work Ethic as the intervening variable. The source of data used in this research is the object from which the data is obtained, the data used in this study is the source of primary data and secondary data.

Study Design: Quantitative research

Study Location: At PT. Regional Development of East Kalimantan North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province

Study Duration: March 2021 to August 2021.

Sample size: 40 people.

Sample size calculation: The author uses a probability sampling technique or Probability Sampling. Samples were taken randomly with a simple random technique with a sample size of 40 where the entire population has the opportunity to be selected as a sample of the study (Supriyanto & Maharani, 2013). The sample size was calculated using the Slovin formula, so the sample to be taken is 60 people with a margin of error of 5%.

Subjects & selection method: The population used in this study were all employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province, totaling 60 employees.

Procedure methodology

Data collection techniques in this study were carried out in 3 ways, namely:

1. Field Research, distributing questionnaires or questionnaires. Questionnaire or questionnaire is a data collection technique by providing or distributing a list of statements to respondents in the hope of responding to the list of questions.
2. Library Research This research is carried out through library research or literature study by studying, researching, reviewing and examining literature in the form of books (text books), journals, laws and regulations, magazines, newspapers, articles, and research- Previous research also has a relationship with the problem under study.
3. Online Research (Online Research), the author tries to obtain various data and additional information from sites related to various information needed for research which is expected to be able to support the data collected and further processing in this research.

According to Takndare (2019) The research method used in this study is the Likert scale method. In the Likert scale method there are 5 alternative answers, namely strongly agree, agree, neutral, disagree and strongly disagree. The Likert scale method used by the researcher uses a score of 1-5, namely, strongly agree (SS) score 5, Agree (S) score 4, Neutral (N) score 3, Disagree (TS) score 2, and Strongly disagree (STS) score 1.

Statistical analysis

The method used in this research is path analysis. Path Analysis or path analysis is used to analyze the pattern of relationships between variables (Sani and Maharani, 2013). To analyze quantitative data with the help of the statistical data processing program SPSS version 25 for windows.

III. Result

Descriptive Analysis Test

Descriptive Analysis is a descriptive statistic that is used to analyze data by describing or describing the data that has been collected as it already exists without the intention of making conclusions that apply to the public (Sugiyono, 2018).

Table 1. Descriptive Analysis Test Results

	N	Minimum	Maximum	Mean	Std. Deviation
Human Relation	40	16,0	67,0	48,225	13,6691
Work environment	40	17,0	66,0	47,650	12,8713
Work ethic	40	20,0	68,0	52,950	14,3580
Employee performance	40	16,0	69,0	50,300	15,0609
Valid N (listwise)					

Source: Processed Secondary Data, SPSS Version 25 For windows, 2022

Based on Table 1 the results of descriptive analysis, the number of samples (N) in this study were 40 samples. The results of the analysis using descriptive statistics on employee performance, the lowest (minimum) is 16.0 and the highest value (maximum) is 69.0, the average (mean) employee performance is 50.300 and the standard deviation (standard deviation) is 15.0609.

The results of the analysis using descriptive statistics on Human Relations show that the lowest (minimum) value is 16.0 and the highest (maximum) value is 67.0, the average (Mean) employee performance is 48.225 and the standard deviation (Standard Deviation) is 13. 6691.

The results of the analysis using descriptive statistics on the work environment show that the lowest (minimum) value is 17.0 and the highest (maximum) value is 66.0, the average (mean) employee performance is 47.650 and the standard deviation (standard deviation) is 12. 8713.

The results of the analysis using descriptive statistics on work ethic show that the lowest (minimum) value is 20.0 and the highest (maximum) value is 68.0, the average (mean) employee performance is 52.950 and the standard deviation (standard deviation) is 14. 3580.

Reliability Test

Reliability measurement is done by means of one shot or measurement only once then the results are compared with other questions or measure the correlation between the answers to questions. SPSS Provides facilities to measure reliability with the Cronbach Alpha (α) statistical test (Ghozali, 2012). A construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.60 (Nunnally in Ghozali, 2012). Based on the research variables that were processed using the SPSS 25 for windows program, the following descriptive results were obtained:

Table 2 Reliability Test Results

Variabel	Crombach Alpha	Keterangan
Human Relation (X1)	0.973	Reliabel
Work environment (X2)	0.981	Reliabel
Employee performance (Y)	0.986	Reliabel
Work ethic (Z)	0.990	Reliabel

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

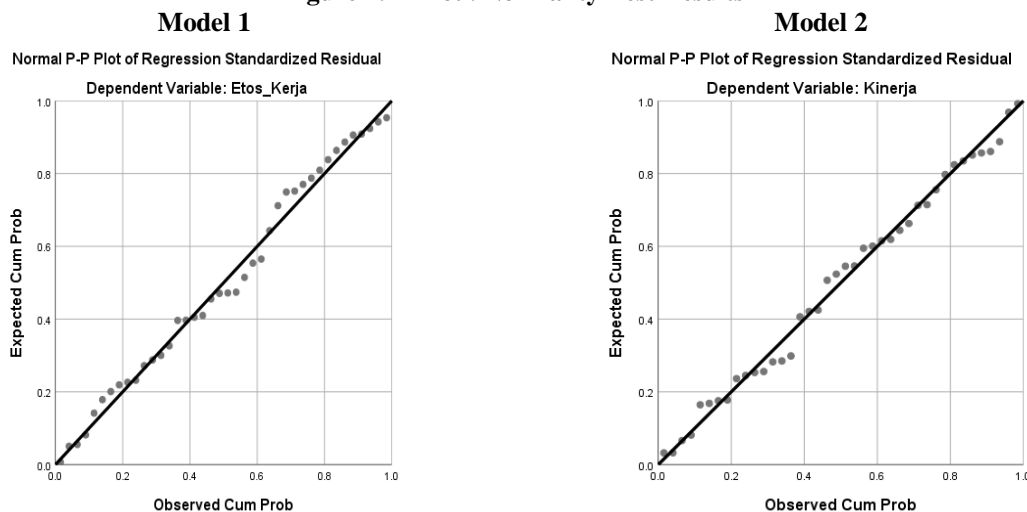
Based on table 1 above, the results show that all variables, namely Human Relations (X1), Work Environment (X2), Employee Performance (Y), and Work Ethic (Z), which are used in this study have a Cronbanch Alpha coefficient > 0.60 . Means it states that all variables in this study can be declared reliable. And the instrument can be attached to be used on all targeted respondents.

Classic Assumption Test

Normality Test

According to Ghozali (2018), the normality test aims to test whether in the regression model, the confounding variable or residual has a normal distribution, to detect whether the residuals are normally distributed or not, namely by using the Kolmogorov-Smirnov statistical test analysis and analysis of the Probability plot. Kolmogorov-Smirnov is used to determine whether the data is normally distributed or not by looking at the Asymp line. Sig (2-tailed). The research results are said to be normally distributed or meet the normality test if the Asymp value. Sig (2-tailed) residual variable is above 0.05 or 5%. On the other hand, if it is below 0.05 or 5%, the data is not normally distributed or does not meet the normality test. The test results are as follows:

Figure 1. P-Plot . Normality Test Results



Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Based on Figure 1, the results of the Normality Test with Probability Plot can be seen by the distribution points around the diagonal line, so that the assumption of normality is met. In addition to using the Probability Plot graph test, a statistical test is also needed, namely the Kolmogorov Smirnov (KS) test. Normal distributed data is marked with Asymp . Sig (2-tailed) > 0.05. The tests are as follows:

**Table 3 Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	10,81050495
Most Extreme Differences	Absolute	0,072
	Positive	0,058
	Negative	-0,072
Kolmogorov-Smirnov Z		0,072
Asymp. Sig. (2-tailed)		0,200

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	7,46542535
Most Extreme Differences	Absolute	0,086
	Positive	0,086
	Negative	-0,064
Kolmogorov-Smirnov Z		0,086
Asymp. Sig. (2-tailed)		0,200

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Based on table 2 the Kolmogorov-Smirnov test, the results of the Normality Test with the One Sample Kolmogorov-Smirnov Test can be seen with a significant sig value in both models of more than alpha 0.05. It can be said that the results of the two models are said to be normal.

Multicollinearity Test

This test is used to test whether there is a relationship between the independent variables included in the regression model. A good regression model should not have a correlation between the independent variables. Multicollinearity can be seen from the value of Tolerance and Variance Inflation Factor (VIF). If a low tolerance value equals a high VIF. The general limitation used to measure multicollinearity is the tolerance value > 0.1 and the VIF value < 10, so multicollinearity occurs (Latan and Temalagi, 2013).

**Table 4. Multicollinearity Test Results
Model 1**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Human Relation	0,837	1,194
Work environment	0,837	1,194

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Model 2		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Human Relation	0,737	1,357
Work environment	0,562	1,780
Work ethic	0,501	1,998

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Based on table 3, the results of the multicollinearity test in both models indicate that the tolerance value is more than 0.1 and the VIF value is less than 10. This value indicates that this study does not experience multicollinearity symptoms and it is said that the results of both models are normal.

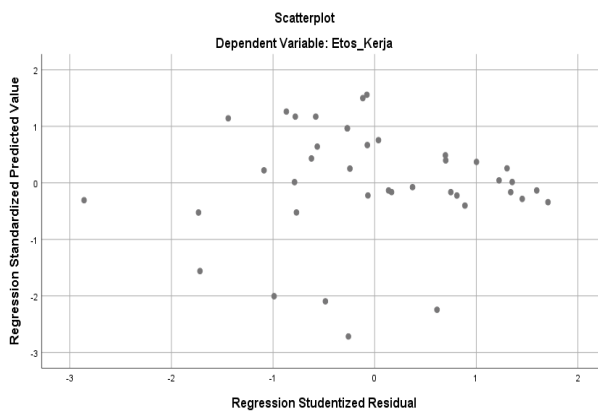
Heteroscedasticity Test

The first heteroscedasticity test in this study used a scatterplot graph test. According to Singgih (2012) to detect the presence of heteroscedasticity, namely detection by looking at the presence or absence of a certain pattern in the graph above where the X axis is Y which has been predicted, and the X axis is the residual (Y-Y actually) that has been studied. Then the basis for decision making:

1. If there is a certain pattern, such as the existing points forming a certain regular pattern (wavy, widening and then narrowing), then heteroscedasticity has occurred.
2. If there is no clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

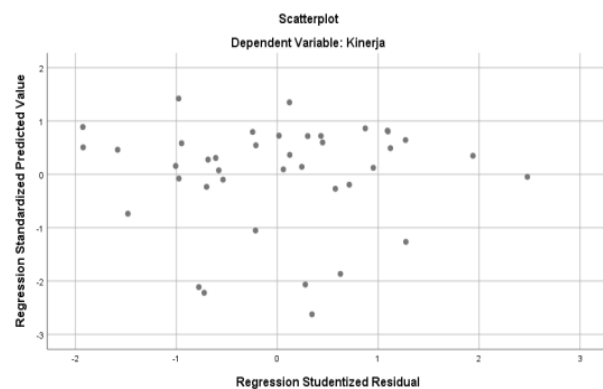
The results of the test are as follows:

Figure 2 Heteroscedasticity Test Results Scatterplot graph.
Model 1



Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Model 2



Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Based on Figure 2, the results of the Heteroscedasticity Test on the scatterplot graph test on the two models show that the points spread randomly and do not gather in one place. This shows that there is no symptom of heteroscedasticity. The second heteroscedasticity test used the Glejser test. A good model is a model that does not occur heteroscedasticity. To test the presence or absence of heteroscedasticity, the Glejser test is used, which is regressing the absolute value of the residual on the independent variable. There is no heteroscedasticity if the significance value is > 0.05. On the other hand, heteroscedasticity occurs if the significance value is < 0.05 (Ghozali, 2018).

**Table 5 Heteroscedasticity Test Results
Glejser Test
Model 1**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	13,460	4,171		3,227	0,003
Human Relation	-0,102	0,075	-0,236	-1,354	0,184
Work environment	-0,008	0,080	-0,018	-1,101	0,920

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	3,764	3,081		1,222	0,230
Human Relation	-0,002	0,058	-0,006	-0,033	0,974
Work environment	-0,075	0,070	-0,226	-1,059	0,297
Work Ethic	0,108	0,067	0,366	1,616	0,115

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Based on Table 4 Heteroscedasticity Test using the Glejser method, obtained from both models, the significance value is stated to be greater than 0.05, so it can be concluded that the data does not have heteroscedasticity problems.

Linearity Test

According to Ghozali (2016) linearity test is used to see whether or not the specifications of the model used are correct. There are several forms of functions used in an empirical study, namely linear, quadratic or cubic. The purpose of this linearity test is to obtain information whether the empirical model should be linear, quadratic or cubic.

One of the basis for decision making in linearity test is to compare the significance level, which is 5% with Sig. Deviation from Linearity. If the value of Sig. Deviation from Linearity > 0.05, then there is a significant linear relationship between the dependent variable and the independent variable. Meanwhile, if the value of Sig. Deviation from Linearity <0.05, then there is no significant linear relationship between the dependent variable and the independent variable. If viewed from the results of linearity in SPSS, it can be seen in the following table.

Table 6 Linearity Test Results

Variabel	Nilai F	Deviation from Linearity	Keterangan
Y→X1	2.240	0.308	Linier
Y→X2	3.654	0.326	Linier
Y→Z	5.010	0.249	Linier
Z→X1	1.817	0.334	Linier
Z→X2	3.271	0.159	Linier

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Based on table 5 above, it can be seen that the linearity test shows a Y→X1 significance of 0.308, a Y→X2 significance of 0.326, a Y→Z significance of 0.249, a Z→X1 significance of 0.334 and a Z→X2 significance of

0.159, which means the relationship between Human variables Relation, Work Environment, Employee Performance and Linear Work Ethic due to Deviation From Linearity $F > 0.05$. This proves that the relationship between variables is linear, so the linearity test is fulfilled.

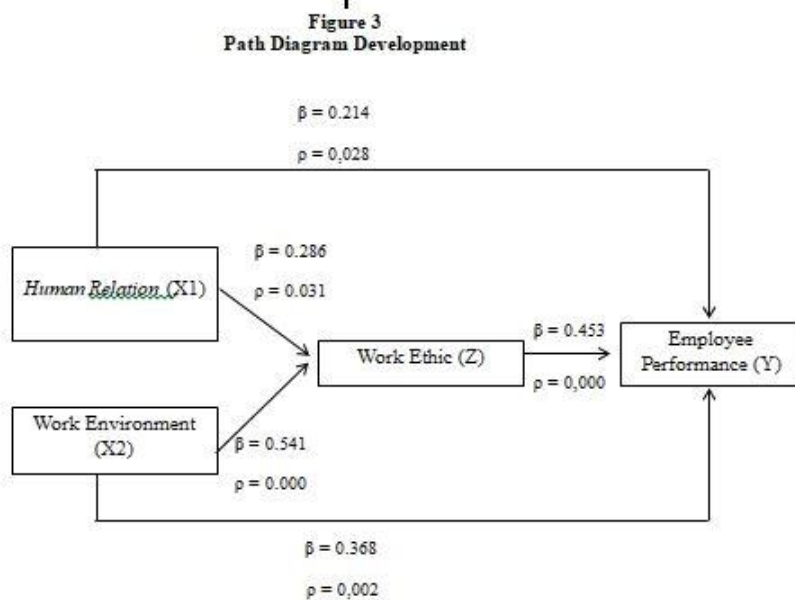
Path Analysis

The method used in analyzing this research is path analysis method. According to Sugiyono (2013) path analysis is part of a regression model that can be used to analyze causal relationships between one variable and another. Path analysis is used by using correlation, regression and path so that it can be known to arrive at the intervening variable.

Pathway Diagram Development

Path diagram is a tool to graphically depict the structure of causality relationships between independent, intervening and dependent variables. The path diagram model is based on the variables studied (Hikmi, 2018). In this study, the variables studied were Human Relations (X1), Work Environment (X2), Employee Performance (Y) and Work Ethic (Z).

Figure 3 Path Diagram Development



- X1 : Human Relations
- X2 : Work Environment
- Z : Work Ethic
- Y : Employee Performance
- (rho): coefficient of each variable
- yx1 : Coefficient of Human Relations path Against Work Ethic
- yx2 : Work Environment Path Coefficient Against Work Ethic
- zy : Work ethic path coefficient to Employee performance.
- (epsilon): other factors that influence dependent variable (outside the affected not researched)

Regression Model Feasibility Test (Goodness of Fit Model)

The feasibility test of the regression model was assessed using Hosmer and Lemeshow's which was measured by the chi square value. This model is to test the null hypothesis that whether the empirical data fits the model (there is no difference between the model and the data so that the model can be said to be fit) (Ghozali, 2018). The following describes the results of the Goodness Of Fit Model including the coefficient of determination and the total coefficient.

Coefficient of Determination (Nagelkerke R Square)

The Nagelkerke R Square value close to zero indicates that the ability of the variables to explain the dependent variable is very limited, while the Nagelkarke R Square value close to one indicates that the independent variable is able to provide all the information needed to predict the variability of the dependent variable (Ghozali, 2018).

Table 7 Determination Test Results (R2)

Model 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,707 ^a	0,499	0,472	10,42908

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Model 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,875 ^a	0,766	0,747	7,57749

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

Based on Table 6 of the Coefficient of Determination Test Results (R2), the first equation examines the effect of the Human Relations variable and the Performance Environment on the Work Ethic Variable. The coefficient of determination obtained is 0.499, it shows the influence of human relations and work environment factors on work ethic is 49.9%. While the remaining 50.1% is explained by other variables.

The second equation examines the effect of the variable Human Relations (Human Relations) and Environmental Performance, Work Ethic on Employee Performance Variables. The coefficient of determination obtained is 0.766, it shows the influence of the Human Relations factor of the Work Environment and Work Ethic on Employee Performance is 76.6%. While the remaining 23.4% is explained by other variables.

Total Determination Coefficient

Examination of the Goodness Of Fit Model can be calculated using the coefficient of total determination (Rm2) which will show that the structural model that has been formed will be able to represent the data that results from the calculation of the total coefficient of determination (Rm2) as follows:

$$Rm^2 = 1 - (1-R_1^2) \times (1-R_2^2)$$

$$Rm^2 = 1 - (1-0.499) \times (1-0.766)$$

$$Rm^2 = 1 - 0,882$$

$$Rm^2 = 0,117$$

Based on these calculations, the total coefficient of determination is 0,11 %. This indicates that the structural model is able to explain 11 % of the variance of the research data. Or it can be said that the accuracy of the path model is 11%.

Mediation Test

Mediation test was conducted to see the position of the mediating variable in the model. Mediation testing is carried out through a method developed by Sobel known as the Sobel Test with Free Statistic Calculation Software for Sobel Test Version 4.0 (Maharani, 2017). The following is a table for calculating the Sobel test through the Free Statistical Calculation Software for Sobel Test Version 4.0.

Table 8 Mediation Test Results

Sobel Test

	X1	X2
A	0,286	0,541
B	0,453	0,453
SE ^A	0,103	0,142
SE ^B	0,119	0,119
Sobel Test Statistic	2,24332	2,69286

Source: Processed Secondary Data, Free Statistical Calculation Software For Sobel Test Version 4.0, 2022

From the results of the calculation of the mediation test in the table above shows the number 2.24332 for the Human Relations variable to the Employee Work Ethic, while for the mediation results the relationship between the work environment variable and the work ethic variable shows the number 2.69286. The results of

the two mediation tests are greater than t-table, namely regression model 1 which is 2.028 and regression model 2 is 2.026 so that there is an influence of work ethic as a mediating variable.

Partial Test (T Test)

The t-test statistic (t-test) is used to test how far the influence of one independent variable individually in explaining the dependent variables (Ghozali, 2018). Decision making criteria t test based on the significance value

1. If the significance value < 0.05 , the independent variable individually has a significant effect on the dependent variable.
2. If the significance value is > 0.05 , the independent variable individually has no significant effect on the dependent variable.

Table 9 T-Test Results (Partial)

Hypothesis	Influence	Coefficient	t-Stats	Significance
1	X1→Y	0.214	2.284	0.028
2	X2→Y	0.368	3.420	0.002
3	X1→Z	0.286	2.248	0.031
4	X2→Z	0.541	4.259	0.000
5	Z→Y	0.453	3.977	0.000
6	X1→Z→Y	0.130	2.2433	0.024
7	X2→Z→Y	0.245	2.6928	0.007

Source: Processed Secondary Data, SPSS Version 25 For Windows, 2022

IV. Discussion

The Effect of Human Relations on Employee Performance During the COVID-19 Pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

Based on the results of the study, it showed that the Human Relations variable had an effect on employee performance during the COVID-19 pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province. This was due to the significance value of 0.028 < 0.05 (5%) or smaller than the predetermined significance level. This means that Human Relations has a positive and significant effect on employee performance. The value of the Standardized coefficient beta indicates the contribution of the human relations variable to employee performance of 0.214 in a positive direction, partially Human Relations has an influence of 21.4% on employee performance.

Based on research conducted at PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province related to Human Relations that has created good relations between employees so that employees prioritize cooperation in terms of work. That way it will create a relationship that will improve good performance for the company. This is because leaders or employees must interact with each other, considering that by giving targets employees must work together to achieve the expected results and will increase cooperation between employees because the targets given will be easily achieved by way of cooperation.

During the COVID-19 Human Relations pandemic to employees of PT. The Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province always carries out social processes that are limited by the 5M rules, namely (Washing Hands, Wearing Masks, Keeping Distance, Staying Away from Crowds, and Reducing Mobility), because of the virus. covid19 is transmitted through humans, and has spread to more than 200 countries around the world as stated by Dr. Tedros Adhanom Ghebreyesus who served as director-general at the world health organization (WHO) on March 11, 2020 (Bbc.com, 2020). thus forcing humans to reduce the relationship directly. With this conflict, management is required to have an indirect interaction system but still be able to provide an active exchange of information to create harmonious human relationships.

The company's management also implements WFH (Work From Home) performance in all work units with a composition of 50% WFH which is one option to minimize the spread of COVID-19 and maintain the health of employees and families as well as company compliance with government policies in implementing PPKM. To support the implementation of work from home (WFH), it needs to be balanced with the provision of additional welfare for employees in order to improve employee performance, so that negative dilemmas are expected to be reduced. The company's goal so that WFH can be effective and efficient as well as high productivity can be realized.

It can be seen that bank workers have more responsibilities to keep working in the office, and not all of them can do work from home or work from home. This is also supported by the news reported from cnnindonesia.com that not all bank employees can work from home in accordance with government recommendations, because not all banking services can be abandoned, especially in the Customer Service Unit, which is always in contact with many people. meet with the customer/client but the document is handed from one hand to another, where it could be that the document already carries a virus, because it is hand-to-hand. Even so, they also have to be professional to serve customers/clients, and do their job in the midst of situations that actually don't support them to continue working in the office, due to limited facilities to work at home. Most of the demands placed on bank employees in work are related to intense contact with customers (Dias & Angelico, 2018).

The results of this study support previous research / previous research conducted by Thushel Jayaweera (2015), Saputro, Fathoni (2017), Syifani Hidayah, Jumawan, Agus Dharmanto, Hadita, and Kardinah Indrianna Meutia (2021), Muchtar (2016), Zahra Hassanzadeh Khamsi, and Mahmood Samadi Largani (2014), Dzurriyatut Thoyyibah (2016), Venna Ami Prमितasari (2019), and Susanti, Musadieq, and Ruhana (2014), that the Human Relations variable has a positive and significant effect on employee performance at PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

The Effect of the Work Environment on Employee Performance During the COVID-19 Pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

Based on the results of the study, it shows that the work environment variable affects employee performance during the COVID-19 pandemic (Case Study on Employees of PT. Regional Development Bank East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province. This is due to the value of significance of $0.002 < 0.05$ or less than the predetermined significance level. This means that the work environment has a positive and significant effect on employee performance. The value of the Standardized coefficient beta indicates the contribution of the work environment variable to employee performance is 0.368 in a positive direction Partially, the work environment has an influence of 36.8% on employee performance.

Based on research conducted at PT. The Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province has supported employees to work comfortably, it can be seen by the neat arrangement of files around the employee's workplace, the room temperature in almost all employees' workspaces fairly comfortable and safe, all employees' workplaces always smell good, the work space is very adequate so it doesn't limit the employee's space, the environment is always clean and not dirty, Air circulation in every work room is always smooth and safe, Lighting in every work place is always safe and comfortable, wall decorations that are not excessive, there is no jealousy between employees regarding the division of tasks and others. In addition, employee performance is also in line with expectations, it can be seen when employees can meet the target completion of the assigned tasks, in short time and on time when there are people who want to take care of files and others. Of course, things like the above must be maintained and professionally responsible so that employee performance can be more optimal according to organizational goals. Increased employee performance is indicated by the optimal achievement of the realization of the employee inspection.

During the COVID-19 pandemic, the work environment for employees of PT. The Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province always applies the 5M rules, namely (Washing Hands, Wearing Masks, Keeping Distance, Staying Away from Crowds, and Reducing Mobility), and of course the surrounding environment is always clean and clean. employees are required to maintain cleanliness both inside and outside the office. Leaders make policies to maintain the safety of future employees and customers. Policies set out related to changes in the non-physical work environment include standards and procedures for using masks, not in contact with colleagues or customers, requiring frequent hand washing for employees and spraying hand sanitizer on customers who come, limiting customers who enter the bank so that they are not crowded, and may not serve customers who do not wear masks. PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province proactively continues to carry out various preventive activities for employees in the work environment, both those who work in the office and those who work from home, all of which are continuously monitored through task force formed to deal with the Covid-19 virus pandemic.

The results of this study support previous research / previous research conducted by Thushel Jayaweera (2015), Saputro, Fathoni (2017), Syifani Hidayah, Jumawan, Agus Dharmanto, Hadita, and Kardinah Indrianna Meutia (2021), Muchtar (2016), Zahra Hassanzadeh Khamsi, and Mahmood Samadi Largani (2014),

Dzurriyatut Thooyibah (2016), Venna Ami Pramitasari (2019), and Susanti, Musadieq, and Ruhana (2014), that the Work Environment variable has a positive and significant effect on employee performance at PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

The Influence of Human Relations on Work Ethic During the COVID-19 Pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

Based on the results of the study, it shows that the Human Relations variable has an effect on work ethic during the COVID-19 pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province). This is due to the significance value of $0.031 < 0.05$ or less than the predetermined significance level. This means that Human Relations has a positive and significant effect on the Work Ethic. The value of the Standardized coefficient beta indicates the contribution of the Human Relations variable to the Work Ethic of 0.286 in a positive direction. Partially Human Relations (Relations Between Humans) have an influence of 28.6% on Work Ethic.

Based on research conducted at PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province that each employee has a high work ethic which can be seen from the discipline of each employee. In terms of discipline, there are many employees of PT. The Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province is very disciplined with time. This can be seen from the number of employees who compete to arrive on time or earlier, also when and always carry out morning apples so that employees are rarely late. Meanwhile, when viewed in terms of doing work professionally employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province is very professional, because all employees of PT. Regional Development Banks of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province come from graduates in their respective fields but from graduates in finance, computer science, psychology, management, Economics, Communication Studies, Informatics Engineering, Accounting, law, Banking, International Relations, Statistics etc. As a result, his work ethic is very good, so it has a good effect on the work he does. From the explanation above, the researcher can conclude that the problem of discipline is one of the important factors in improving the quality of work ethic. Therefore discipline in employees must be increased and evaluated every day. While in doing work professionally employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province, must continue to be given regular training to employees, so that the quality of work provided by employees to PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province continues to achieve maximum results and banks must improve the performance and potential of employees if there are employees who work less than optimally or are less professional and have the right to acquire new knowledge and the opportunity to gain valuable experience, because experience is the best teacher.

During the COVID-19 pandemic, Human Relations on the Work Ethic of PT. The Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province always implements and tightens health protocols starting from the entrance gate to the bankaltimtara sharpening branch office to the situation inside the sharpening branch bankaltimtara office. For example, detecting temperature, spraying disinfectants in every other room/place, providing masks for employees, wearing masks, wearing face shields, washing hands with hand sanitizers, keeping a distance, and always avoiding crowds. work professionally, maintain good relations with co-workers and superiors and always be enthusiastic in doing work, work hard, integrity, perseverance and others even in a state of the covid pandemic is part of a high work ethic that must be owned by every employee and superior /leader.

The Effect of Work Environment on Work Ethic During the COVID-19 Pandemic Period (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

Based on the results of the study, it shows that the work environment variable has an effect on work ethic during the COVID-19 pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province). This is due to the significance value of $0.000 < 0.05$ or smaller than the predetermined significance level. This means that the work environment has a positive and significant effect on work ethic. The value of the

Standardized coefficient beta shows the contribution of the Work Environment variable to the Work Ethic of 0.541 in a positive direction. Partially, the work environment has an influence of 54.1% on the work ethic.

Based on research conducted at PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province that the company's management always designs a work environment that encourages employees to have a positive work ethic where this conducive work environment will make employees feel safe and comfortable so that Employees can feel easily satisfied, especially in completing their tasks. From the work ethic factor, here the role of employees is to contribute positively in supporting the achievement of the company's strategic goals and here the role of the company's management team must be able to balance it by developing a set of standards of behavior or attitudes that will become the norms and values of the company. to encourage and maintain these values as a positive thing for the company. Company management is able to provide rewards for employees who contribute to a positive work ethic. By creating an environment that binds the working relationship between subordinates and superiors. Therefore, together we strive for a good and conducive work environment, because a good and conducive work environment makes employees and superiors feel at home in the room and feel happy and excited to carry out their duties and obligations. So that job satisfaction will be easily formed and from employee job satisfaction, employee performance will also increase in addition to applying a good work ethic of course.

During the COVID-19 pandemic, the work environment on the work ethic of employees of PT. The Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province always applies the 5M rules, namely (Washing Hands, Wearing Masks, Keeping Distance, Staying Away from Crowds, and Reducing Mobility), and of course the surrounding environment is always clean and clean. employees are required to maintain cleanliness both inside and outside the office. Leaders make policies to maintain the safety of future employees and customers. Policies set out related to changes in the non-physical work environment include standards and procedures for using masks, not in contact with colleagues or customers, requiring frequent hand washing for employees and spraying hand sanitizer on customers who come, limiting customers who enter the bank so that they are not crowded, and may not serve customers who do not wear masks. PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province proactively continues to carry out various preventive activities for employees in the work environment, both those who work in the office and those who work from home, all of which are continuously monitored through task force formed to deal with the Covid-19 virus pandemic.

The results of this study support previous research / previous research conducted by Sri Mulyani (2012) and Nur Arifah (2015), that the work environment variable has a positive and significant effect on the work ethic of employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

The Effect of Work Ethic on Employee Performance During the COVID-19 Pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

Based on the results of the study, it shows that the work ethic variable affects employee performance during the COVID-19 pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province). This is due to the significance value of $0.000 < 0.05$ or smaller than the predetermined significance level. This means that the work ethic has a positive and significant effect on employee performance. The value of the Standardized coefficient beta shows the contribution of the Work Ethic variable to employee performance of 0.453 in a positive direction. Partially, work ethic has an influence of 45.3% on employee performance.

Based on research conducted at PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province The practical implication is that employees of Bankaltimtara Penajam Branch have a high work ethic which can be seen from the aspect of never giving up. Never giving up is a behavior that shows an earnest effort in overcoming various barriers to learning and assignments, as well as completing tasks as well as possible. The existence of an unyielding attitude will open a serious view and attitude, so that it can erode careless work attitudes, and in the end can improve performance. The work ethic is also shown by Bankaltimtara Penajam Branch. An employee who does his job honestly, then this shows that they are strong in their sincerity and perseverance in working, so they can improve performance.

During the COVID-19 pandemic, work ethic on employee performance at PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province. These results indicate that a work ethic can help in generating and also improving the performance of each employee so that the employees of Bankaltimtara Penajam Branch can work

optimally and what the company's goals can be achieved. The ability of employees to understand the importance of a high work ethic must be owned by every employee because every organization really needs hard work and high commitment from every employee. Every organization that always wants to move forward, will involve members for its performance, including every organization must have a work ethic. Work ethic in an organization can affect employee performance, with a high work ethic can improve employee performance. Work ethic has an important role in improving performance because the work ethic variable is responded positively and in accordance with expectations, such as they have a high awareness that work is an important activity, work requires perseverance and seriousness. Work has a vision, namely to get a career path, trying to work together in a team to achieve common goals. Even in the COVID-19 pandemic, the work ethic of the employees of Bankaltimtara Penajam Branch still upholds loyalty, integrity, hard work, honesty, enthusiasm for work, and others.

The results of this study support previous research / previous research conducted by Saputro, Fathoni (2017) that the work ethic variable has a positive and significant effect on employee performance at PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

Work Ethics Mediates Human Relations on Employee Performance During the COVID-19 Pandemic (Case Study on Employees of PT. Regional Development Bank East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

Based on the results of the study, it shows that the work ethic variable mediates human relations on employee performance during the COVID-19 pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, Penajam Paser Utara Province East Kalimantan). This is due to the significance value of $0.024 < 0.05$ or smaller than the predetermined significance level. This means stating that Work Ethic Mediates Human Relations on Employee Performance. The value of the Standardized coefficient beta shows the contribution of the work ethic variable to mediate human relations on employee performance of 0.130 in a positive direction. Work ethic is able to mediate human relations by giving an effect of 13.0% on employee performance.

The results of research conducted at PT Bank Pembangunan Daerah Kalimantan Timur, North Kalimantan, Penajam Branch, that the company has met both qualifications in relation to human relations, employee performance based on a good work ethic. The results of this study support previous research / previous research conducted by Venna Ami Pramitasari (2019) showing that Human Relations has a positive and significant effect on work ethic. Then work ethic also affects employee performance.

Work ethic mediates the work environment on employee performance during the COVID-19 pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province.

Based on the results of the study, it shows that the work ethic variable mediates the work environment on employee performance during the COVID-19 pandemic (Case Study on Employees of PT. Regional Development Bank of East Kalimantan and North Kalimantan (Bankaltimtara) Penajam Branch, North Penajam Paser Regency, East Kalimantan Province). This is due to the significance value of $0.007 < 0.05$ or smaller than the predetermined significance level. This means that the work ethic mediates the work environment on employee performance. The value of the Standardized coefficient beta indicates the contribution of the work ethic variable to mediate the work environment on employee performance of 0.245 in a positive direction. Work ethic is able to mediate the work environment by giving an influence of 24.5% on employee performance.

The results of research conducted at PT Bank Pembangunan Daerah Kalimantan Timur, North Kalimantan, Penajam Branch. The research, which was conducted at the Regional Development Bank of East Kalimantan, North Kalimantan, Penajam Branch, was a population study, where the number of samples taken was 40 employees in accordance with the characteristics specified in this study. The sampling method is that all members of the population are used as samples. Questionnaires are given when employees enter working hours so that filling out the questionnaires is carried out properly. The results of this study support previous research / previous research conducted by Venna Ami Pramitasari (2019) showing that the work environment has a positive and significant effect on work ethic. Then work ethic also affects employee performance.

V. Conclusion

Human Relations and Work Environment variables indirectly affect employee performance, then work ethic has a direct effect on employee performance, this is because there is a comfortable work environment so that it can lead to work morale with this, employee performance good will be achieved.

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