




Unlocking Peak Performance: Navigating Interpersonal Relationships, Work Facilities, and Work Procedures in the Tangerang City District Office

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Abstract

Background: Employee performance stands as a pivotal factor in bolstering the organization's vision and mission. However, several issues have been identified at the Neglasari sub-district office in Tangerang City. These include ineffective communication and interaction among employees, insufficient work facilities and equipment, and the absence of clearly defined standard operating procedures (SOP). Such shortcomings can undermine the consistency and quality of employee performance.

Objective: This research endeavor aims to assess the impact of work procedures, work facilities, and interpersonal relationships on employee performance within the Neglasari District office in Tangerang City.

Method: This is a quantitative study employing an associative methodology approach. The employed sampling methodology is probability sampling, specifically utilizing a questionnaire to conduct simple random sampling. Respondents for this survey comprised one hundred employees of the Neglasari subdistrict office. SPSS version 26 is utilized to process the data through multiple regression analysis.

Results: Interpersonal relationships and work procedures significantly impact employee performance, whereas work facilities did not correlate positively with employee performance.

Conclusion: The results of concurrent experiments indicate that the variables of work procedures, work facilities, and interpersonal relationships have a substantial impact on employee performance.

Keywords: Employee Performance; Interpersonal Relationships; Work Facilities; Work Procedures.

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1. Introduction

Public service mandated by Law Number 25 of 2009 is a foundational commitment of governments worldwide, designed to meet societal needs and advance public welfare and education. Within this framework, the Neglasari sub-district office in Tangerang City serves as a vital governmental entity that is closely engaged with the community and efficiently delivers essential services. Effective public service delivery relies heavily on robust human resource management, encompassing leadership, staffing, and operational oversight to achieve organizational goals and objectives. As Setiono (2018) highlighted, organizational performance reflects the culmination of employees' efforts over specified periods, incorporating diverse benchmarks and goals. This performance, conducted within established organizational authority and ethical standards, is pivotal for ensuring legal compliance and operational effectiveness, as underscored by Silaen et al. (2021).

Amidst these considerations, interpersonal relationships among employees emerge as pivotal. (Amrullah, 2019), strong interpersonal connections within workplaces enhance motivation, facilitate effective communication, and promote collaborative efforts. Conversely, ineffective communication and unresolved conflicts can undermine workplace morale and impair performance, as observed in the Neglasari sub-district office. Moreover, the availability and adequacy of working facilities profoundly influence employee performance. (Fitriah, 2019) asserts that well-equipped workplaces support organizational functions, ensuring tasks are carried out effectively and comfortably.

In contrast, outdated or malfunctioning facilities at the Neglasari office have been identified as potential barriers to optimal employee performance. Another critical aspect is the presence of clear and standardized operating procedures (SOPs). (Putra, 2020) highlights that SOPs provide structured guidelines for tasks, minimizing errors and promoting consistency in operations. However, more SOP clarity and oversight must be observed at the Neglasari sub-district office, which has been linked to inefficiencies and reduced productivity.

This study addresses gaps in the literature regarding the complex interplay between interpersonal relationships, working facilities, and SOPs on employee performance at the Neglasari sub-district office. The study examines the factors influencing employee performance at the Neglasari sub-district office in Tangerang City, specifically looking at interpersonal relationships, work facilities, and work procedures. The research uses multiple regression analyses to uncover nuanced relationships between interpersonal relationships, working facilities, and standard operating procedures (SOPs) on employee performance at the Neglasari sub-district office in Tangerang City. Based on the aforementioned background, the study identifies several critical issues affecting employee performance at the Neglasari sub-district office: ineffective communication and interaction among employees, interpersonal conflicts between employees or with management, inadequate working facilities and equipment, outdated or malfunctioning facilities, lack of clear SOPs, and insufficient supervision and monitoring of work procedures. These insights are crucial for understanding the intricate dynamics that affect organizational productivity and employee satisfaction within governmental settings. By delving into these factors comprehensively, the study seeks to provide actionable recommendations to optimize operational efficiency, foster a conducive work environment, and enhance public service delivery. Such insights are instrumental in guiding policy decisions and managerial practices that can lead to improved organizational performance and stakeholder satisfaction in public service contexts.

2. Literature Review

2.1. *Interpersonal Relationship*

Arifin et al. (2022) explain that interpersonal relationships are the fundamental basis for employee attitudes and conduct. Human relations within an organization encompass a series of activities aimed at fulfilling the requirements of employees, thereby fostering optimal and accurate performance. These

relations within a company entail operations to meet employees' needs, enabling them to perform their duties with maximum effectiveness and efficiency (Ferdiansyah et al., 2021).

Adawiyah (2019) suggests that interpersonal relationships encompass the exchange of persuasive communication between individuals across diverse life situations and contexts. This partnership's objective is to cultivate happiness and contentment for both individuals involved mutually. Interpersonal relationships involve communication where the transmission of information is not the exclusive focus; rather, an unconscious establishment of an emotional bond with conversational partners also occurs (Hidayah, 2020).

According to Parta (2022), indicators of interpersonal relationships include assessing the nature of connections among colleagues, focusing on relationships within workplace settings, interactions between leaders and subordinates, dynamics among different work units, and efforts to cultivate positive relationships with the broader community surrounding the organization. These elements collectively foster a harmonious and productive work environment conducive to optimal employee performance.

2.2. *Work Facilities*

Jufrizen (2021) states that work facilities are immediately observable resources provided for utilization in the formal activities of an organization. These facilities typically have a long lifespan and offer enduring benefits for the future. The organization provides work facilities as non-monetary remuneration to its employees, which individuals or groups can use. According to Nurpratama & Yudianto (2022), "facilities" refer to resources that assist in executing functions, encompassing physical attributes such as infrastructure facilities' appearance and capabilities, as well as the surrounding environment that signals their presence to external entities. This includes tangible elements like buildings, equipment, and related assets. Work facilities play a crucial role in enhancing employees' job performance. Appropriate instruments are essential for facilitating employee effectiveness and job efficiency within work environments (Julia et al., 2022).

Astuti (2022) outlines various indicators for evaluating work facilities in organizational contexts. These indicators include machinery and equipment, which encompass a range of tools necessary for executing operational procedures efficiently. Another critical aspect is infrastructure, comprising supporting facilities such as chainsaws, brooms, and street lights that enhance organizational productivity. Office equipment also plays a vital role, encompassing furniture like tables, chairs, cabinets, and electronic devices such as computers, printers, scanners, and photocopiers, which are essential for facilitating operational functions within service rooms. Additionally, transportation equipment refers to various vehicles and machinery for transporting goods, people, or materials between locations, including automobiles, motorcycles, trucks, and similar assets crucial for supporting organizational activities. These indicators collectively contribute to assessing the comprehensive capability and efficiency of work facilities in organizational settings.

2.3. *Work Procedures*

Putra (2020) proposes that work procedures encompass a comprehensive set of documented instructions detailing routine tasks and activities essential for achieving optimal and efficient work outcomes. This documentation is mandatory for corporate entities or organizations, serving as a comprehensive manual guiding the execution of responsibilities assigned to each constituent component. According to Agustina (2021), work procedures refer to software applications designed to oversee and regulate the sequential stages of specific work processes or procedures. Due to the rigid, repetitive, and unchanging nature of work procedures, formalizing them through textual documentation becomes necessary. The written document acts as a reference for executing the work method.

As identified by Azizah et al. (2019), work procedures encompass a sequential series of actions undertaken to accomplish tasks or activities aimed at achieving desired objectives effectively and

efficiently. These processes are structured to facilitate the resolution of specific issues within designated timeframes, thereby enhancing and streamlining task execution. Wahyuni and Parma (2020) define work procedures as a comprehensive enumeration of sequential stages involved in task execution, specifying the location and individuals responsible for each stage.

Muhaling et al. (2021) identify several indicators used to measure work procedures within organizational contexts. Firstly, standardized procedures are essential for enhancing implementation processes, ensuring clarity and applicability across all individuals, including newcomers. Efficiency and effectiveness in task execution are prioritized, requiring optimal and productive standardized techniques. Furthermore, these methods must align with specific quality standards and criteria to evaluate performance outcomes accurately. Measurability is critical, referring to the capability of standardized procedures to objectively assess success against established quality or performance requirements. Dynamic adaptation of procedures is recommended to enhance service quality in public service delivery continuously (Atrisia et al., 2024; Fatkar et al., 2024).

Additionally, legal compliance is vital, necessitating adherence to government regulations to ensure operational legality and mitigate potential legal risks for the organization. Leadership is crucial in enforcing these processes as legally binding measures to uphold organizational integrity and compliance. Together, these indicators evaluate work procedures' effectiveness and regulatory adherence in organizational settings.

2.4. *Employee Performance*

Putra (2020) asserts that work procedures encompass a comprehensive set of documented instructions that outline the routine tasks and activities necessary for achieving optimal and efficient work outcomes. These documents are essential for corporate entities or organizations, serving as manuals for executing responsibilities and tasks assigned to each constituent component. According to Agustina (2021), work procedures refer to software applications designed to oversee and regulate the sequential stages of specific work processes or procedures. Given the rigid, repetitive, and unchanging nature of work procedures, it is crucial to formalize them by documenting them in textual form. The written document serves as a reference for executing the work method.

According to Fauzi (2020), in his book, argues that performance denotes the successful fulfillment of specific job requirements, which can be objectively observed through the resulting product. Employee performance can be conceptualized as meeting employment expectations by performing designated tasks within specified timeframes and aligning with the organization's moral and ethical standards. The positive impact of employee performance on a firm or organization is significant (Sitinjak et al., 2021). Employee performance is defined as the measurable outcomes individuals or groups achieve in carrying out given activities, referencing established standards, performance criteria, and work productivity. Performance manifests through the efforts and accomplishments of employees in their respective roles within an organization (Muis & Hasibuan, 2021).

According to Sitinjak et al. (2021), several indicators measure employee performance within organizational contexts. Effectiveness is defined as a group's collective ability to achieve objectives synchronized, fulfilling predetermined requirements. Responsibility emerges from ownership, representing a facet of authority and accountability within roles. Discipline refers to adherence to rules and regulations established by the company, ensuring compliance with labor agreements. Initiative involves the cognitive capacity and creative aptitude to generate ideas aligned with organizational objectives, emphasizing proactive behaviors that drive individual and organizational progress. These indicators assess employee performance, highlighting their contributions to organizational success and development.

2.5. *Employee Performance*

Drawing upon insights from Adawiyah (2019), Arifin et al. (2022), Ferdiansyah et al. (2021), Hidayah (2020), and Parta (2022), which underscore the pivotal role of interpersonal relationships in shaping employee performance, it becomes evident that these dynamics significantly influence employees' effectiveness. Guided by these previous studies, the following hypotheses are proposed:

H1: A favorable and statistically significant link exists between interpersonal relationships and employee performance at the Neglasari sub-district office in Tangerang City.

Drawing on the findings of Astuti (2022), Jufrizen (2021), Julia et al. (2022), and Nurpratama & Yudianto (2022), a positive and statistically significant relationship is evident between the quality of work facilities and employee performance at the Neglasari sub-district office. Hence, the following hypothesis is proposed:

H2: A favorable and statistically significant relationship exists between the quality of work facilities and the performance of employees at the Neglasari sub-district office in Tangerang City.

In light of the current literature involving Agustina (2021), Azizah et al. (2019), Muhaling et al. (2021), Putra (2020), and (Wahyuni & Parma, 2020), a positive and statistically significant correlation is suggested between work practices and employee performance at the Neglasari sub-district office. Hence, the hypothesis is:

H3: A positive and statistically significant relationship exists between work practices and employee performance at the Neglasari sub-district office in Tangerang City.

Extensive research by Agustina (2021), Fauzi (2020), Muis & Hasibuan (2021), Putra (2020), and Sitinjak et al. (2021) indicates a robust positive correlation among interpersonal relationships, work facilities, and work procedures collectively influencing employee performance at the Neglasari sub-district office. Therefore, the hypothesis posits:

H4: A substantial positive link exists between interpersonal relationships, work facilities, and work procedures and their impact on employee performance at the Neglasari sub-district office in Tangerang City.

These hypotheses are the foundation for the empirical investigation into the relationships between interpersonal relationships, work facilities, work procedures, and employee performance. This study proposes a research framework in Figure 1 for the hypotheses.

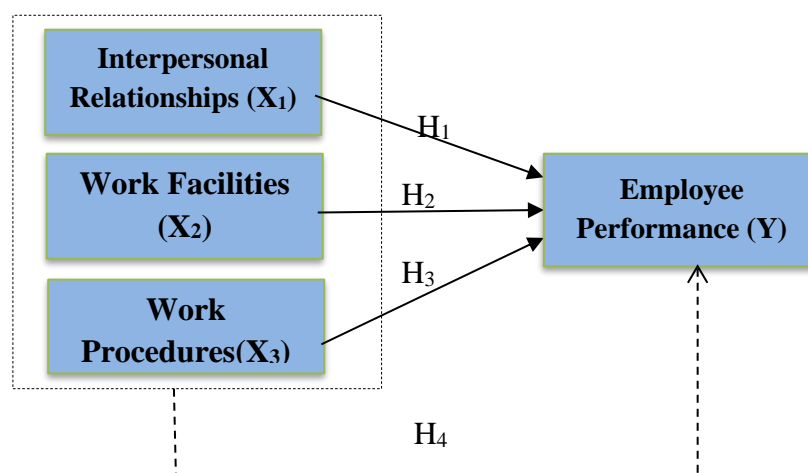


Figure 1 Research Framework

3. Method

3.1. Sample / Participants

The research occurred at the Neglasari sub-district office in Tangerang City, located at Jl. Iskandar Muda No. 54, RT.005/RW.003, Mekarsari Village, Neglasari District, Banten 15129, from February to August 2023. Sugiyono (2019) defines a population as a wide range of objects or subjects with distinct characteristics established by researchers for analysis and concluding. In this research, the population

consisted of all employees at the Neglasari sub-district office in Tangerang City, totaling 134 individuals, including civil servants and honorary workers. This methodology guaranteed that each individual in the population had an equal chance of being chosen, thus maintaining fairness and representativeness in the sample composition (Sumargo, 2020).

3.2. *Instrument(s)*

This study employs an associative approach to identify and analyze the potential association between two or more variables. This methodology employs a causal link, wherein a variable has the potential to exert influence on other variables (Sugiyono, 2019). The research instrument grid encompasses several key variables assessed using Likert scales across different studies. The Interpersonal Relationship Variable (X1), explored by Anggraini (2021) and Parta (2022), includes dimensions such as relationships with superiors, fellow work units, the community, communication among employees, and problem-solving through discussion. The Work Facility Variable (X2), studied by Astuti (2022) and Suban et al. (2020), examines aspects such as office machines and equipment, infrastructure, supplies, transportation, and health room availability. Meanwhile, the Work Procedure Variable (X3), investigated by Muhaling et al. (2021) and Nabilla (2022), focuses on efficiency, clarity, and convenience of procedures, error minimization, problem-solving capabilities, and labor protection measures. Lastly, the Employee Performance Variable (Y), analyzed by Elizar & Tanjung (2018) and Sitinjak et al. (2021), evaluates effectiveness, responsibility, discipline, work quality, and work quantity. Likert scales evaluated these variables to gauge respondents' perceptions and attitudes toward each construct.

3.3. *Data collection and analysis*

In this study, a rigorous instrument test was performed with 30 respondents to verify the validity and reliability of the questionnaire items intended for use. The results confirmed the robustness of the instrument across four key variables: interpersonal relationships, work facilities, work procedures, and employee performance. All ten items were validated for the interpersonal relationship variable (X1), as each item's calculated correlation coefficients (r-values) surpassed the critical value threshold of 0.3610, indicating strong validity. Similarly, the ten items associated with the work facility variable (X2) were deemed valid, with their r-values exceeding 0.3610. The same level of validity was observed for the work procedure variable (X3), where each of the ten items showed r-values above the critical threshold. The ten items measuring the employee performance variable (Y) were also validated, meeting the criterion with r-values higher than 0.3610. Beyond assessing validity, the study also evaluated the internal consistency of the questionnaire items through reliability testing using Cronbach's Alpha. According to the standard that a Cronbach's Alpha value greater than 0.60 indicates acceptable reliability, all variables exhibited strong internal consistency. The Interpersonal Relationships variable (X1) achieved a Cronbach's Alpha of 0.903, indicating high reliability. The Work Facilities variable (X2) recorded a Cronbach's Alpha of 0.919, confirming its reliability. The Work Procedures variable (X3) attained a Cronbach's Alpha of 0.897, demonstrating robust internal consistency. Finally, the Employee Performance variable (Y) was also reliable, with a Cronbach's Alpha of 0.798. These comprehensive evaluations confirm that the instrument items for all the examined variables are valid and reliable, ensuring their suitability for further analysis in the study.

In this research, 134 surveys were distributed, and only 100 were included due to complete responses. Following the survey completion, the data underwent SPSS 26.0 (Statistical Package for the Social Sciences) analysis. Reliability testing was subsequently performed on the 100 complete datasets using the SPSS software. After completing data collection, the gathered data underwent thorough analysis to extract meaningful insights and reach well-founded conclusions. The study employed a quantitative methodology, allowing for an in-depth examination of numerical data collected via questionnaires. The analysis confirmed the validity and reliability of the survey items related to each variable, ensuring the robustness of the findings. All statements were validated for the Interpersonal Relationships variable, as indicated by their correlation coefficients (r-values) exceeding the critical threshold of 0.1966. This meets the requirement that the recount must be greater than the table value to be considered valid. Similarly, the statements related to the Work Facilities variable also surpassed the table value of 0.1966,

confirming their validity. The same criteria were applied to the Work Procedure and Employee Performance variables, with all statements deemed valid as their *r*-values exceeded 0.1966. In addition to validity assessments, the reliability of the survey items was evaluated using Cronbach's Alpha. The results indicated strong reliability across all variables. The Interpersonal Relationships variable achieved a Cronbach's Alpha of 0.771, surpassing the acceptable threshold of 0.60, thus demonstrating strong internal consistency. The Work Facilities variable recorded a Cronbach's Alpha of 0.782, further supporting its reliability. Similarly, the Work Procedures variable yielded a Cronbach's Alpha of 0.770, indicating robust reliability. Lastly, the Employee Performance variable reached a Cronbach's Alpha of 0.798, confirming its reliability as well. Collectively, these results ensure that the items for all four variables are valid and reliable, establishing a solid foundation for the subsequent analyses in this study. A range of statistical techniques, descriptive statistics, correlation analysis, and regression analysis were utilized to investigate the relationships among variables and evaluate how interpersonal relationships, work facilities, and work procedures influence employee performance. Partial *t*-tests were performed to determine the statistical significance of the independent variables' effects on employee performance while controlling for other variables. Additionally, *F*-tests were utilized simultaneously to assess the combined impact of the independent variables on employee performance. The findings were interpreted and presented in a coherent manner, providing valuable insights into the factors influencing employee performance at the Tangerang City District Office.

4. Results and Discussion

4.1. Socio-demographic characteristics of respondents

The participants in this research comprised employees from the Neglasari sub-district office located in Tangerang City. The study categorized the respondents based on their gender and age characteristics. Concerning gender, defined as the differentiation in form, nature, and biological function between males and females influencing reproductive roles, Table 1 illustrates the socio-demographic characteristics. Out of the total sample of 100 participants, 61 were male (61.0%), and 39 were female (39.0%). Regarding age, defined as the length of time since birth or a specific event, Table 4.2 provides an overview of respondent distribution across age groups. The study identified 37 participants (37.0%) aged 21-27 years, 27 participants (27.0%) aged 28-37 years, 17 participants (17.0%) aged 38-47 years, and 19 participants (19.0%) aged 48-60 years within the total sample size of 100 respondents.

Table 1. Socio-demographic characteristics

Characteristics	Frequency	Percentage (%)
Gender		
Male	61	61 %
Female	39	39 %
Age		
21-27 years old	37	37 %
28-37 years old	27	27 %
38-47 years old	17	17 %
48-60 years old	19	19 %

Source: data processed by SPSS 26, 2023

The descriptive statistical data analysis examined how respondents from the Neglasari sub-district office in Tangerang City perceived various key variables. The Interpersonal Relationship variables (X1) were assessed based on 100 employees' responses, revealing a predominant inclination towards strongly agreeing with the statements provided. Similarly, respondents overwhelmingly affirmed the adequacy of Work Facilities (X2), reflecting their positive perceptions of workplace amenities. Respondents largely agreed regarding Work Procedure variables (X3), which gauge procedural efficiency. Lastly, most respondents reported positive perceptions when evaluating employee performance variables (Y), which focused on effectiveness and productivity. These findings collectively highlight employees'

perspectives on interpersonal relationships, work facilities, work procedures, and overall job performance within the Neglasari sub-district office.

4.2. Descriptive Statistics of Variables

Descriptive statistics condense and summarize research data, offering a clear overview. This typically encompasses metrics such as sample size, minimum and maximum values, mean, and standard deviation. In this study, the independent variables are interpersonal relationships, work facilities, and work procedures, whereas the dependent variable is employee performance. The results of the descriptive statistical analysis are detailed in the following section:

Table 2. Descriptive Analysis Test Results

	N	Descriptive Statistics			
		Minimum	Maximum	Mean	Std. Deviation
Interpersonal Relationship (X1)	100	30	50	41.36	4.489
Work Facilities (X2)	100	25	50	41.45	4.723
Work Procedures (X3)	100	26	50	42.15	4.659
Employee Performance (Y)	100	24	50	42.10	4.739
Valid N (listwise)	100				

Source: data processed by SPSS 26, 2023

a. Interpersonal Relationships

The results of a descriptive statistical study with a sample of one hundred participants revealed that the interpersonal contacts variable, or variable X_1 , had a mean value of 41.36, a maximum value of 50, and a minimum value of 30. Furthermore, it was determined that this variable's standard deviation was 4.489.

b. Work Facilities

The quality of work facilities is represented by variable X_2 , which has a minimum value of 25, a maximum value of 50, and a mean value of 41.45. The data was gathered from 100 respondents in a descriptive statistical research study. Furthermore, it was determined that this variable's standard deviation was 4.723.

c. Work Procedures

Descriptive statistical analysis on a sample of one hundred respondents revealed that the work routines variable, or X_3 , had a mean value of 42.15, a maximum value of 50, and a minimum value of 26. Furthermore, it was determined that this variable's standard deviation was 4.659.

d. Employee Performance

It is noted that the variable Y, which reflects employee performance, has a minimum value of 24, a maximum value of 50, and a mean value of 42.10 based on the dataset of 100 participants in a descriptive statistical study. Furthermore, 4,739 is the computed standard deviation for this value.

4.3. Multiple Correlation Analysis

Multiple correlation analysis is a statistical method for evaluating the strength of the relationships between multiple independent variables and one dependent variable. As presented in Table 3, the multiple correlation coefficient (R) is 0.850, signifying a strong positive correlation among the variables: Interpersonal Relationships (X_1), Work Facilities (X_2), Work Procedures (X_3), and Employee Performance (Y). This value, between 0.80 and 1.00, indicates a notably robust relationship among these elements.

Table 3. Multiple correlation analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Change	F Change	df1	df2	Sig. F Change
1	.850 ^a	.722	.714	2.535	.722	83.294	3	96	.000

a. Predictors: (Constant), Interpersonal Relationship (X1), Work Facilities (X2), Work Procedures (X3)

Source: data processed by SPSS 26, 2023

4.4. Regression Analysis

The multiple regression analysis conducted in this research seeks to clarify the combined effects of several independent variables on a dependent variable. The results of the multiple linear regression test are presented in Table 4.

Table 4. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.519	2.551		.987	.326
1 Interpersonal Relationship (X1)	.290	.089	.275	3.245	.002
Work Facilities (X2)	.164	.087	.163	1.891	.062
Work Procedures (X3)	.494	.100	.485	4.942	.000

a. Dependent Variable: Employee Performance (Y)

Source: data processed by SPSS 26, 2023

As shown in Table 4, the regression equation for Employee Performance (Y) is expressed as follows: Employee Performance (Y) = 2.519 + 0.290 X1 + 0.164 X2 + 0.494 X3.

The intercept term 2.519 indicates the anticipated Employee Performance (Y) level when all independent variables are zero. Each coefficient in the analysis reflects the impact of a one-unit change in the respective independent variable on Employee Performance (Y), assuming that other variables remain constant. Specifically, the coefficient for Interpersonal Relationships (X1) stands at 0.290, suggesting that a one-unit increase in X1 leads to an increase of 0.290 in Employee Performance (Y). In the case of Work Facilities (X2), a one-unit rise corresponds to a 0.164 increase in Employee Performance (Y). In comparison, a one-unit increment in Work Procedures (X3) results in a 0.494 increase in Employee Performance (Y). These coefficients demonstrate the distinct contributions of Interpersonal Relationships, Work Facilities, and Work Procedures to the overall performance of employees at the Neglasari sub-district office in Tangerang City. These findings underscore how variations in Interpersonal Relationships, Work Facilities, and Work Procedures affect Employee Performance within this organizational framework.

4.5. Partial T-test

The t-test is utilized to evaluate the hypothesis regarding the partial impact of independent variables on the dependent variable. This statistical analysis is essential for establishing the significance of the independent variables relative to the dependent variable.

Table 5. Results of t test (Partial Test)

Model	Coefficients			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	2.519	2.551		.987	.326
1 Interpersonal Relationship (X1)	.290	.089	.275	3.245	.002
Work Facilities (X2)	.164	.087	.163	1.891	.062
Work Procedures (X3)	.494	.100	.485	4.942	.000

a. Dependent Variable: Employee Performance (Y)

Source: data processed by SPSS 26, 2023

The findings presented in Table 5 provide critical insights from the t-tests regarding the impact of independent variables on Employee Performance (Y):

The initial examination of Interpersonal Relationships (X1) revealed a t-value of 3.245, higher than the critical threshold of 1.98498 and associated with a significant p-value of 0.002 (below 0.05). This indicates a strong positive influence of interpersonal relationships on employee performance, thus confirming the alternative hypothesis (H1). In contrast, the analysis of Work Facilities (X2) yielded a t-value of 1.891, falling short of the critical t-value of 1.98498, with a corresponding p-value of 0.062 (above 0.05). This suggests that work facilities do not significantly affect employee performance, rejecting the alternative hypothesis (H2). Finally, the assessment of Work Procedures (X3) produced a t-value of 4.942, which exceeds the critical t-value of 1.98498, along with a p-value of 0.000 (below 0.05). This finding reflects a significant positive relationship between work procedures and employee performance, thus validating the alternative hypothesis (H3). In summary, these findings provide crucial insights into how interpersonal relationships, work facilities, and work procedures contribute to employee performance in the context of this study.

4.6. Simultaneous F-test

The F-test is performed to assess the collective impact of the independent variables on the dependent variable, evaluating their simultaneous influence.

Table 6. F Test Results (Simultaneous Test)

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1606.006	3	535.335	83.294	.000 ^b
Residual	616.994	96	6.427		
Total	2223.000	99			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Interpersonal Relationship (X1), Work Facilities (X2), Work Procedures (X3)

Source: data processed by SPSS 26, 2023

Table 6 presents the F-test results, showing an F-value of 83.294, which exceeds the critical F-value of 2.70. Additionally, the F-test's significance level is 0.000, falling below the 0.05 threshold. These results indicate that the combined impact of interpersonal relationships, work facilities, and work procedures statistically affects employee performance.

Based on the preceding results, the research outcomes are synthesized as follows:

1. Impact of Interpersonal Relationships (X1) on Employee Performance (Y):

The analysis showed a t-value of 3.245, exceeding the critical t-table value of 1.98498, with a significance level of 0.002 (which is below 0.05). As a result, H1 is accepted, indicating a statistically significant effect of interpersonal relationships on employee performance. This finding is consistent with research by Siregar et al. (2021), which identified a positive impact of interpersonal relationships on employee performance at the Mandailing Natal Regency Financial and Regional Asset Management Service. Similarly, Darmawan et al. (2021) found a significant positive influence of interpersonal relationships on employee performance at Villa Dedary Kriyamaha. Effective interpersonal relationships facilitate collaborative teamwork, enhancing employee productivity and problem-solving capabilities.

2. Influence of Work Facilities (X2) on Employee Performance (Y):

The analysis yielded a t-value of 1.891, below the critical t-table value of 1.98498, and the significance level was 0.062 (greater than 0.05). Consequently, H2 is rejected, indicating that work facilities do not significantly influence employee performance. This result aligns with previous research by Irawan and Suryani (2018), which concluded that work facilities have no substantial effect on employee performance within the Semarang City Trade Service. Variations in individual preferences and needs regarding work facilities may contribute to these findings. Additionally, non-material factors such as leadership style, standard operating procedures (SOPs), and organizational culture influence employee performance. Thus, despite adequate physical facilities, they may need to improve their effectiveness.

3. Effect of Work Procedures (X3) on Employee Performance (Y):

The analysis produced a t-value of 4.942, surpassing the critical t-table value of 1.98498, with a significance level of 0.000 (below 0.05). As a result, H3 is accepted, indicating a significant positive impact of work procedures on employee performance. This finding is consistent with the research conducted by Lamondjong et al. (2021), which emphasized the beneficial effect of work procedures on employee performance at the Yogyakarta City Tourism Office. Similarly, Wahongan et al. (2021) emphasized the substantial positive influence of operational standards on employee performance at Noongan Hospital. Well-defined and organized work procedures enhance efficiency in daily tasks, foster adherence to established protocols, reduce confusion, and eliminate inefficiencies among employees.

4. Effect of Interpersonal Relationships (X1), Work Facilities (X2), and Work Procedures (X3) on Employee Performance (Y):

The thorough analysis reveals that Interpersonal Relationships (X1), Work Facilities (X2), and Work Procedures (X3) have a significant influence on Employee Performance (Y) within the context of the Neglasari sub-district office in Tangerang City. Each of these elements is crucial in enhancing and optimizing employees' overall productivity and effectiveness.

The study's analysis revealed several limitations. First, the research involved a sample of only 100 employees from a single sub-district office in Tangerang City, which may limit the generalization of the findings to broader populations or various organizational contexts. Additionally, the reliance on self-reported survey data introduces possible biases, including social desirability, where participants might give responses they believe are socially acceptable rather than strictly truthful, potentially compromising the validity and reliability of the results. Ultimately, the study's cross-sectional design restricts the capacity to determine causal links between the variables, emphasizing the necessity for longitudinal research to investigate how interpersonal relationships, work facilities, and procedures influence employee performance over an extended period. Moreover, using Likert scales to measure variables introduces response variability that could affect the consistency and interpretation of the findings. Lastly, the study's findings are specific to the Neglasari sub-district office and may only sometimes apply to organizations with different cultural, operational, and structural dynamics. Future studies should consider these limitations to enhance the validity and relevance of similar research in organizational contexts.

In light of the findings and conclusions of the study, the authors put forth a series of recommendations. Firstly, future research should consider expanding the scope of variables examined

in this thesis, possibly including gender variables as intervening or moderating factors. This approach could provide deeper insights into how gender influences the relationships between interpersonal relationships, work facilities, work procedures, and employee performance within organizations. Secondly, the focus should be refining work procedures to improve operational efficiency at the Neglasari sub-district office in Tangerang City. This might involve ensuring easy access to standard operating procedures (SOPs) and offering comprehensive training on labor protection as integral parts of the work process. Additionally, promoting positive interpersonal relationships through clear policies governing interactions with superiors, colleagues, work units, and the community is crucial. Establishing open and neutral platforms for employee dialogue about work-related challenges can foster a harmonious work environment and mitigate potential conflicts. These initiatives are essential for enhancing overall organizational performance and boosting employee satisfaction within the sub-district office.

5. Conclusions

The research findings identify several critical factors affecting employee performance at the Neglasari sub-district office in Tangerang City. Firstly, interpersonal relationships are highlighted as a significant determinant, underscoring the necessity of fostering positive interactions among employees to promote teamwork and collaboration, which are vital for reaching organizational objectives. Conversely, the study indicates that work facilities do not significantly impact performance, suggesting that employee preferences for workplace amenities may differ. Nonetheless, the research emphasizes the pivotal role of work processes in enhancing employee performance, pointing out that clearly defined and organized procedures are essential for improving the efficiency of task execution. These insights provide valuable guidance for optimizing workplace dynamics and processes to boost employee productivity and organizational success.

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