

THE INFLUENCE OF HUMAN RELATIONS AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MODERATING VARIABLE AT PT. EVERBRIGHT MEDAN

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Abstract

This study aims to analyze the effect of human relations and work environment on employee performance at PT. Everbright Medan, as well as to examine the role of organizational commitment as a moderating variable. Data were collected from 215 employee respondents and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that human relations have a positive and significant effect on employee performance, while the work environment has a negative but significant effect. Organizational commitment also shows a positive and significant impact on employee performance. However, the role of organizational commitment as a moderating variable is not significant in strengthening or weakening the effect of human relations and work environment on employee performance. These findings emphasize the importance of harmonious interpersonal relationships, a conducive work environment, and strengthening organizational commitment to enhance employee performance. The results are expected to serve as a basis for the company in designing more effective human resource management strategies.

Keywords: *Human Relations, Work Environment, Organizational Commitment, Employee Performance, SEM-PLS*

Introduction

In an era of increasingly tight business competition, companies are required to be able to optimize the potential of human resources as the organization's main asset.(Nensi et al., 2023)Employee performance is one of the important factors that determines a company's success in achieving its strategic goals.(Sianipar & Hilma Harmen, 2022)PT. Everbright Medan, as a company engaged in various business sectors, such as distribution or manufacturing, faces challenges in maintaining and improving employee performance to ensure productivity and competitiveness. One factor influencing performance is good human relations, namely harmonious interpersonal relationships between leaders and fellow coworkers.(Darmadi et al., 2024)Positive relationships can create a conducive work environment, increase motivation, and strengthen a sense of community within the workplace. Furthermore, a comfortable, safe, and supportive work environment plays a crucial role in boosting employee morale and effectiveness.(Olivia Putri Andini et al., 2024). However, the influence of human relations and the work environment on performance is not always direct.(Elok Kemala Motik et al., 2024)In some cases, organizational commitment is a determining factor that moderates the relationship.(Mahzum, 2024). Employees with a high level of organizational commitment tend to have loyalty, a sense of responsibility, and a strong emotional attachment to the company, so they continue to show optimal performance even when facing less than ideal working conditions. Conversely, if organizational commitment is low, good working relationships and a comfortable environment are not necessarily able to drive significant performance improvements. Therefore, it is important to examine the extent to which human relations and the work environment influence employee performance, and how organizational commitment moderates this relationship at PT. Everbright Medan. Human resources are an important asset for every organization in achieving goals and maintaining competitive advantage amidst

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the increasingly complex dynamics of the business environment.(Erniwati et al., 2023)Employee performance is a key indicator of a company's success, as an organization's productivity and effectiveness depend heavily on the contributions of its individuals. One factor that plays a crucial role in improving performance is human relations, namely the relationships between individuals within an organization that are based on effective communication, good cooperation, and mutual understanding between leaders and employees.(Maulana et al., 2023; Olivia Putri Andini et al., 2024).

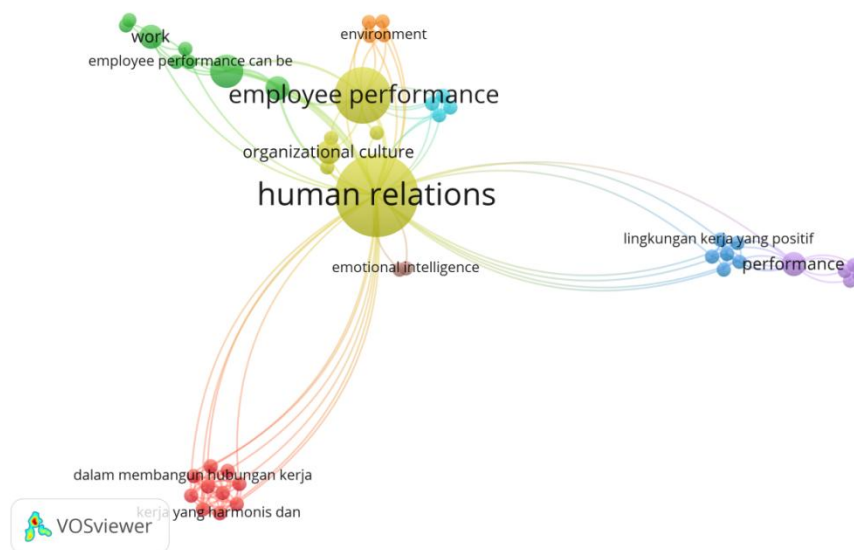


Figure 1. VOSviewer bibliometrics

The results of the keyword map visualization using VOSviewer show that human relations is strongly linked to the concepts of employee performance, organizational culture, emotional intelligence, environment, and a positive work environment. This confirms that harmonious human relationships in the workplace not only influence the work atmosphere but also the formation of a positive organizational culture and improved employee performance. Employees with good interpersonal relationships will feel more comfortable, motivated, and have a higher commitment to the company.(Olivia Putri Andini et al., 2024). Furthermore, a positive work environment is also a crucial factor in supporting optimal performance. A safe, comfortable environment that supports two-way communication can boost work morale and foster a sense of belonging to the organization. Conversely, a strong organizational culture and emotional intelligence can strengthen interpersonal interactions, reduce conflict, and create a conducive work climate.(Utami et al., 2023).

Thus, it is important to examine how human relations and the work environment influence employee performance, especially when organizational commitment acts as a moderating variable. In the context of PT. Everbright Medan, understanding the relationship between these variables is expected to help the company create a human resource management strategy oriented toward harmonious work relationships, a productive environment, and continuous improvement in employee performance.(Oktaviani, 2018; Rofiq et al., 2024; Simatupang & Jajok Dwiridotjahjono, 2021). Based on the background description and the results of bibliometric analysis using VOSviewer, several problems that occurred at PT. Everbright Medan can be identified, including:

1. Employee performance is not optimal, indicated by the gap between the performance targets set by the company and the actual results achieved by employees.
2. The working relationship (human relations) between leaders and employees is not yet fully harmonious, so it can affect motivation, communication and teamwork in achieving organizational goals.
3. A work environment that does not support productivity, both in terms of physical comfort and psychological atmosphere, has the potential to reduce work enthusiasm and effectiveness.
4. The level of organizational commitment varies among employees, where some employees show high loyalty and responsibility, while others are less emotionally attached to the company.

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5. There has been no research that specifically examines the role of organizational commitment as a moderating variable in the relationship between human relations and the work environment on employee performance at PT. Everbright Medan.

Based on the identification of the problem, the formulation of the problem in this research can be formulated as follows:

1. Does human relations influence employee performance at PT. Everbright Medan?
2. Does the work environment affect employee performance at PT. Everbright Medan?
3. Does organizational commitment affect employee performance at PT. Everbright Medan?
4. Does organizational commitment moderate the relationship between human relations and employee performance at PT. Everbright Medan?
5. Does organizational commitment moderate the relationship between work environment and employee performance at PT. Everbright Medan?

Literature Review

Human Relations

According to (Handoko, 2018) *human relations* is an interaction between individuals in the workplace that aims to build harmonious and effective working relationships through communication, cooperation and mutual understanding. (Darmadi et al., 2024; Maulana et al., 2023) also explains that human relations includes all forms of relationships between humans in an organization, both vertical and horizontal, which influence the work atmosphere and employee morale.

Conceptually, human relations can be defined as a person's ability to create, maintain, and develop positive social relationships in the work environment, thereby creating a conducive and productive work atmosphere.

The Human Relations Indicators in this study are as follows: (Maulana et al., 2023):

1. Communication, openness and clarity in conveying information between individuals in the workplace.
2. Cooperation, willingness to work together with colleagues in achieving common goals.
3. Interpersonal relationships, the quality of social relationships between leaders and employees.
4. An attitude of mutual respect, respect for individual opinions and differences.
5. Conflict resolution, the ability to resolve differences or problems in a constructive manner.

Work environment

According to (Sedarmayanti, 2017) The work environment is the totality of tools, materials, conditions, and work arrangements around employees that can affect the performance of their tasks.

(Suryati et al., 2022) states that the work environment encompasses all conditions surrounding the workplace that can affect employees, both directly and indirectly. The work environment includes physical and non-physical factors that can affect employee comfort, safety, and work effectiveness.

The work environment indicators in this study include: (Suryati et al., 2022):

1. Physical environment, lighting, air temperature, cleanliness, layout, and work equipment.
2. Occupational safety and security conditions, availability of protection and safe work procedures.
3. Relationships between employees, a social atmosphere that supports cooperation and communication.
4. Work comfort, feeling calm and comfortable when doing work.
5. Work facilities, complete facilities and infrastructure to support the implementation of tasks.

Organizational Commitment

According to (Luthans, 2011) *organizational commitment* is the level of emotional attachment, identification, and involvement of employees towards the organization where they work. (Mahzum, 2024) adding that organizational commitment reflects employee loyalty to the organization and the desire to remain part of the organization.

The indicators of organizational commitment in this study include: (Mahzum, 2024):

1. Affective Commitment, emotional attachment and sense of pride in the organization.
2. Continuance Commitment (continuing commitment), consideration of the costs or losses of leaving the organization.
3. Normative Commitment, a sense of moral obligation to remain employed in the organization

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Employee performance

According to (Mangkunegara, 2017) Employee performance is the work results in terms of quality and quantity achieved by a person in carrying out tasks according to the responsibilities given.

(Iqbal Tanjung, Dina Adawiyah, 2025) adding that performance reflects a person's level of success in carrying out their work, which is influenced by ability, motivation and job opportunities.

The indicators of organizational commitment in this study include: (Iqbal Tanjung, Dina Adawiyah, 2025; Rofiq et al., 2024):

1. Quality of work, accuracy, precision, and work results according to standards.
2. Quantity of work, the amount of work that can be completed in a certain time.
3. Work discipline, compliance with rules and punctuality.
4. Responsibility, awareness of tasks and work results.
5. Cooperation, the ability to work together with colleagues and leaders.
- 6.

Conceptual Framework

Based on the theoretical foundation and problem formulation presented, this research conceptual framework describes the relationship between human relations, work environment, organizational commitment, and employee performance at PT. Everbright Medan. In this study, human relations and work environment act as independent variables that directly influence employee performance.

Human relations A good work environment, characterized by effective communication, solid cooperation, harmonious interpersonal relationships, mutual respect, and the ability to resolve conflicts constructively, is expected to improve employee morale and productivity. Similarly, a comfortable, safe work environment, supported by adequate facilities, and the creation of positive social relationships will create a conducive work atmosphere and encourage improved employee performance.

Furthermore, organizational commitment acts as a moderating variable that can strengthen or weaken the influence of human relations and the work environment on employee performance. Employees with high levels of organizational commitment tend to perform better due to a sense of emotional attachment, responsibility, and loyalty to the company. Therefore, the higher an employee's organizational commitment, the stronger the positive influence of human relations and the work environment on employee performance.

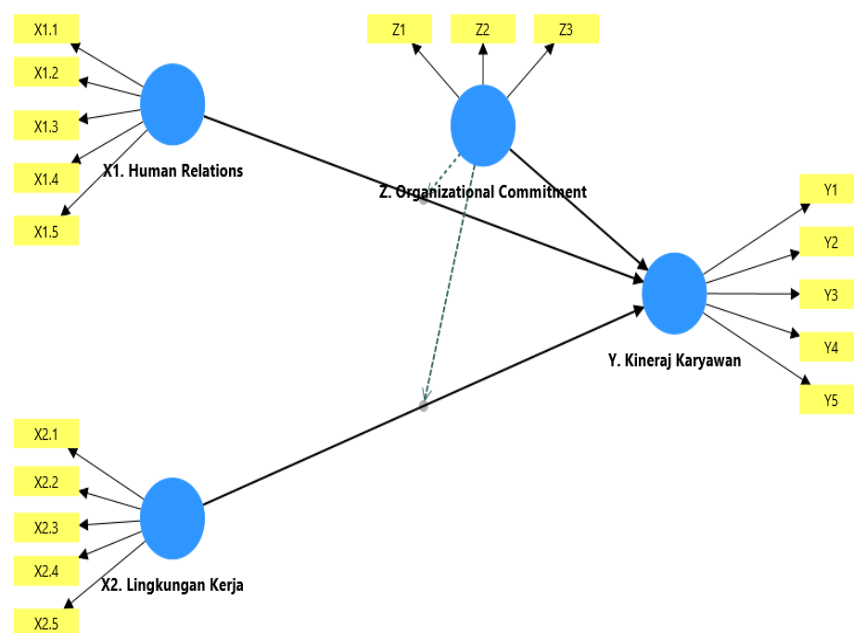


Figure 1. Conceptual Framework

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Research Method

This study uses a quantitative approach with an associative method to determine the influence of human relations and work environment on employee performance, as well as the role of organizational commitment as a moderating variable at PT. Everbright Medan. The sample size of 215 respondents was determined using a purposive sampling technique, with the criteria being permanent employees who have worked for at least one year. Data were collected through a 1–5 Likert scale questionnaire and analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software. The analysis was carried out through testing the outer model to measure the validity and reliability of the construct, as well as the inner model to test the relationship between variables and the moderating effect of organizational commitment on the relationship between human relations and work environment with employee performance.

Results and Discussion

This section presents the results of data analysis obtained from 215 respondents who were students. The analysis was conducted using the Structural Equation Modeling (SEM) method to examine the relationship between the variables of digital literacy, self-efficacy, and digital entrepreneurship intention, as well as to determine the role of growth mindset as a moderator variable. The results of this analysis provide an overview of the level of validity and reliability of the indicators used, as well as the strength and direction of the relationship between variables in the overall research model. Through this analysis, it is hoped that a comprehensive understanding of the influence of digital literacy and self-efficacy on digital entrepreneurship intention can be obtained, with growth mindset as a factor that strengthens or weakens the relationship between these variables.

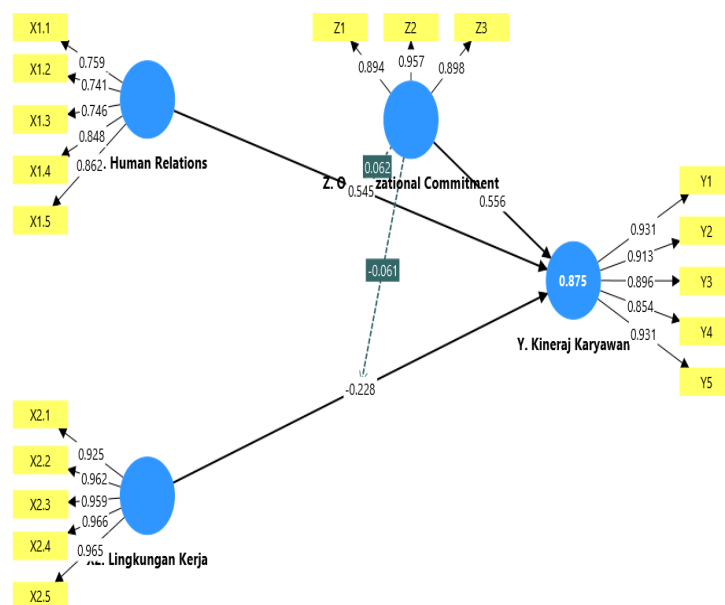


Figure 2. Outer Model

Outer Model Test The aim was to test the validity and reliability of the indicators representing each construct in the research model. Based on the analysis, all indicators in the variables Digital Literacy, Self-Efficacy, Digital Entrepreneurship Intention, and Growth Mindset had high loading factor values, above 0.7, indicating that all indicators were valid in measuring their respective constructs.

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Table 1.1 Outer Loading Results

	X1. Human Relations	X2. Work Environment	Y. Employee Performance	Z. Organizational Commitment
X1.1	0.759			
X1.2	0.741			
X1.3	0.746			
X1.4	0.848			
X1.5	0.862			
X2.1		0.925		
X2.2		0.962		
X2.3		0.959		
X2.4		0.966		
X2.5		0.965		
Y1			0.931	
Y2			0.913	
Y3			0.896	
Y4			0.854	
Y5			0.931	
Z1				0.894
Z2				0.957
Z3				0.898

Source: SEM-Pls4, 2025.

An outer model test was conducted to assess the validity and reliability of the indicators representing each construct in the research model. Based on the analysis, all indicators in the variables Human Relations (X1), Work Environment (X2), Organizational Commitment (Z), and Employee Performance (Y) had loading factor values above 0.7. This value indicates that each indicator has a strong contribution in explaining its respective construct and has met the criteria for convergent validity. Thus, all indicators used in this study are declared valid and can be used for the next stage of analysis, namely testing the construct reliability through the Composite Reliability and Average Variance Extracted (AVE) values.

Table 1.2 Construct Reliability and Validity Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1. Human Relations	0.874	0.940	0.894	0.629
X2. Work Environment	0.976	0.978	0.981	0.913
Y. Employee Performance	0.945	0.947	0.958	0.820
Z. Organizational Commitment	0.904	0.907	0.940	0.840

Source: SEM-Pls4, 2025.

Based on the test results in Table 1.2, all variables have Cronbach's Alpha and Composite Reliability values greater than 0.70. This indicates that each construct has a high level of internal reliability, ensuring that its indicators consistently measure the intended variables. Furthermore, the Average Variance Extracted (AVE) value for all variables was greater than 0.50, indicating that each construct has good convergent validity. Thus, the variables Human Relations, Work Environment, Organizational Commitment, and Employee Performance are declared reliable and valid, and can be

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used for the next stage of analysis, namely testing the inner model to examine the structural relationships between variables.

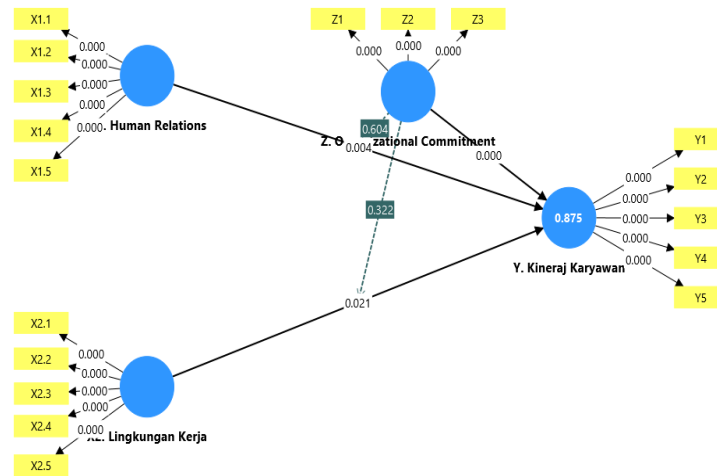


Figure 3. Inner Model

Figure 3 displays an inner model depicting the structural relationships between the variables in this study. The model shows the direction and strength of the influence of the Human Relations (X1) and Work Environment (X2) variables on Employee Performance (Y), with Organizational Commitment (Z) acting as a moderating variable. Through this inner model, it can be observed how these constructs interact with each other, both in direct influence and moderated influence, thus providing a comprehensive picture of the dynamics of the relationship between variables in the research framework.

Table 1.3 Inner Model Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1. Human Relations -> Y. Employee Performance	0.545	0.564	0.187	2,911	0.004
X2. Work Environment -> Y. Employee Performance	-0.228	-0.234	0.099	2,306	0.021
Z. Organizational Commitment -> Y. Employee Performance	0.556	0.528	0.139	3,994	0.000
Z. Organizational Commitment x X1. Human Relations -> Y. Employee Performance	0.062	0.099	0.119	0.519	0.604
Z. Organizational Commitment x X2. Work Environment -> Y. Employee Performance	-0.061	-0.079	0.061	0.991	0.322

Source: SEM-Pls4, 2025.

Based on the results of the path coefficient test in Table 1.3, the following conclusions can be drawn:

1. Human Relations (X1) has a positive and significant effect on Employee Performance (Y) with a path coefficient of 0.545 and a p-value of 0.004 (<0.05). This indicates that good interpersonal relations can improve employee performance.

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2. Work Environment (X2) has a negative and significant effect on Employee Performance (Y) with a coefficient of -0.228 and a p-value of 0.021 (<0.05). This means that the work environment in the context of this study contributes negatively to performance, although its influence is significant.
3. Organizational Commitment (Z) has a positive and significant influence on Employee Performance (Y) with a coefficient of 0.556 and a p-value of 0.000 (<0.05), which means that the higher the organizational commitment, the better the employee performance.
4. The moderating effect of Organizational Commitment on the relationship between Human Relations and Employee Performance (coefficient value 0.062, p-value 0.604 > 0.05) is not significant, so that organizational commitment does not strengthen or weaken the influence of human relations on performance.
5. The moderating effect of Organizational Commitment on the relationship between Work Environment and Employee Performance (coefficient -0.061, p-value 0.322 > 0.05) is also not significant, so organizational commitment does not moderate the relationship.

Overall, the variables Human Relations, Work Environment, and Organizational Commitment have a significant direct effect on Employee Performance, however the moderating role of organizational commitment on the influence of human relations and work environment on employee performance was not proven to be significant in this study. Based on the results of the path coefficient test, human relations has been shown to have a positive and significant effect on employee performance. This is in line with research.(Maulana et al., 2023; Olivia Putri Andini et al., 2024)which states that harmonious interpersonal relationships, effective communication, and good cooperation between individuals in an organization can increase employee motivation, comfort, and productivity. The VOSviewer bibliometric map also shows that human relations has a strong relationship with the concepts of employee performance, organizational culture, and emotional intelligence, confirming the role of human relations in shaping a positive organizational culture and driving performance.(Nabila Nada Oktaviana et al., 2023; Wahyu Puspita et al., 2023)

Conversely, the work environment in this study had a negative but significant effect on employee performance. This finding can be interpreted as indicating that although the work environment plays a crucial role in supporting productivity, the existing environmental conditions at PT. Everbright Medan may not be fully conducive, thus negatively impacting performance.(Erniwati et al., 2023; Olivia Putri Andini et al., 2024)emphasizes the importance of a safe, comfortable and supportive work environment to increase employee morale and effectiveness.(Putro, 2024; Utami et al., 2023). Organizational commitment has been shown to have a positive and significant influence on employee performance, according to the findings.(Mahzum, 2024; Nabila Nada Oktaviana et al., 2023)Employees who have a high emotional attachment, loyalty and sense of responsibility towards the company tend to show better performance.(Yuvaidah et al., 2023)However, the results of this study indicate that organizational commitment does not play a significant role as a moderating variable in the influence of human relations and the work environment on performance. This is in line with(Simatupang & Jojok Dwiridotjahjono, 2021)which states that in some organizational contexts, the moderating effect of organizational commitment can be influenced by different situational factors or employee characteristics.(Istani et al., 2025; Khoiriyah et al., 2022). Overall, the research results confirm that human relations, work environment, and organizational commitment have a direct influence on employee performance, but the moderating role of organizational commitment in the context of PT. Everbright Medan was not proven significant. These findings emphasize the importance of managing interpersonal relationships and improving work environment conditions, as well as strengthening organizational commitment through effective HR strategies to encourage sustainable employee performance.

Conclusions and Implications

This study shows that human relations has a positive and significant effect on employee performance, which emphasizes the importance of harmonious interpersonal relationships in increasing productivity. Conversely, the work environment has a negative but significant effect on employee performance, indicating that there are aspects of the work environment that need to be improved to support employee performance. Furthermore, organizational commitment has been shown to have a positive and significant effect on employee performance, indicating that the level of employee engagement and loyalty to the company significantly determines their work results. However, the role of organizational commitment as a moderating variable in strengthening or weakening the influence of human relations and the work environment on employee performance was not found to be significant in this study.

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Companies are advised to continuously improve interpersonal relationships in the workplace, such as effective communication and good cooperation between employees, to improve overall performance. Furthermore, serious attention needs to be given to improving aspects of the work environment that have the potential to reduce performance, for example by improving facilities or creating more conducive working conditions. Strengthening organizational commitment should also be a focus, for example through loyalty and reward programs, to further motivate employees to deliver their best performance. For future research, it is recommended to examine other variables that may moderate this relationship or use different methods to examine the influence of the work environment in more detail.

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