

The Effect of Human Relations, Communication, and Employee Development on the Work Ethic of Employees at the Bima Regency Agriculture Office.

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Abstract

This study aims to determine the effect of Human Relations, Communication, and Employee Development on the Work Ethic of Employees at the Bima Regency Agriculture Office, both partially and simultaneously. This research employed an associative research design with a quantitative approach. The population consisted of 173 employees, including Civil Servants (PNS), Government Employees with Work Agreements (PPPK),. The sample comprised 118 respondents selected using the purposive sampling technique. The research instrument used was a questionnaire based on a Likert scale. The data analysis techniques included validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, correlation coefficient testing, coefficient of determination testing, t-test, and F-test, The results of the study showed that, partially, the Human Relations variable had a significant effect on employees' work ethic, significance value of $0.001 < 0.05$. The Communication variable also had a significant effect on employees' work ethic, with a t-value of 16.686 and a significance value of $0.001 < 0.05$. Furthermore, the Employee Development variable had a significant effect on employees' work ethic, with a t-value of 17.359 and a significance value of $0.001 < 0.05$.

Keywords: Relations; Communication; Employee Development; Work Ethic.



INTRODUCTION

In the era of globalization and increasingly intense organizational competition, the quality of human resources has become a key factor in determining the success of government institutions. Organizations are required to manage their employees effectively through harmonious working relationships, effective communication, and continuous employee development (Rahmatul, 2022). Positive relations, both among employees and between supervisors and subordinates, can create a conducive work environment and support the achievement of organizational goals. Work ethic is one of the important aspects that reflects employees' attitudes and behaviors in carrying out their duties and responsibilities. A high work ethic is characterized by discipline, responsibility, commitment, and a strong work spirit. Good working relationships are reflected in harmonious interactions between supervisors and subordinates as well as among employees, which are based on mutual trust, respect, and cooperation. Effective communication within an organization is characterized by openness, clarity of messages, and constructive feedback. Effective communication facilitates the flow of information from leaders to subordinates and vice versa, enabling duties and responsibilities to be carried out properly. Furthermore, employee development does not only focus on improving technical skills but also includes the development of soft skills such as communication, leadership, teamwork, and problem-solving abilities.

The Bima Regency Agriculture Office is one of the government institutions that plays an important role in administering affairs in the agricultural sector. In general, its primary duty is to assist the regional head (Regent) in formulating, implementing, and coordinating agricultural policies aimed at improving agricultural production, regional food security, and the welfare of farmers in Bima Regency. The office is located on Soekarno Street, Lewirato Village, Mpunda District, Bima City. As an institution responsible for carrying out strategic functions in the agricultural sector, the Bima Regency Agriculture Office requires qualified and professional human resources. The successful implementation of these duties cannot be separated from harmonious working relationships and continuous employee development, both of which are essential in creating a conducive and cooperative work environment. Based on preliminary observations conducted at the Bima Regency Agriculture Office, the researcher found that communication among employees was still relatively limited and insufficiently open. Some employees tended to communicate only with certain colleagues, resulting in communication that was not well established throughout the organization. In addition, from the perspective of working relationships, there were indications of less harmonious

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interactions among employees due to differences in employment status between Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). This condition led some employees to work more individually and demonstrate a lack of teamwork and concern for their colleagues. As a result, work implementation became less effective, coordination among employees did not function optimally, and a tendency to blame one another often emerged when mistakes occurred. Furthermore, in terms of employee development, some employees had not received adequate training, particularly in basic agricultural knowledge. This situation arose because many employees held bachelor's degrees in fields that were not directly related to agriculture, resulting in a mismatch between their educational backgrounds and the demands of their jobs in the agricultural sector.

Relations, or working relationships within an organization, refer to the interactions that occur among individuals, including those between supervisors and subordinates as well as among employees, with the aim of achieving common goals through effective cooperation. From a modern perspective, working relationships are not limited to formal interactions but also encompass emotional aspects such as trust, empathy, and mutual support among individuals (Hartati, 2021). According to Andre (2019), working relationships are relationships established among individuals within an organization, whether between supervisors and subordinates

Communication is a process of exchanging information between individuals through a commonly used system involving symbols, signals, behaviors, or actions. This process involves at least two or more individuals who utilize various forms of communication, such as written, verbal, and non-verbal cues, to convey and receive messages effectively. According to I Gusti Bagiada (2022), communication refers to the exchange of information between individuals through conventional systems using symbols, signals, behaviors, or actions, enabling mutual understanding and the achievement of intended objectives.

Employee development is a process undertaken by an organization to enhance employees' abilities, skills, knowledge, and attitudes so that they can perform their duties and responsibilities effectively and efficiently. The purpose of employee development is to align employees' competencies with job requirements and to enable them to adapt to organizational changes and technological advancements. According to Gunawan (2024), employee development is a systematic effort aimed at improving employees' competencies to support organizational effectiveness and prepare them to face future challenges.



Work ethic refers to an individual's attitudes, values, and behaviors toward work, which are reflected in enthusiasm, discipline, responsibility, and commitment to performing tasks to the best of one's ability in order to achieve optimal results. Work ethic demonstrates how individuals perceive and carry out their work with dedication and sincerity. It also reflects the extent to which individuals view their work as a responsibility that must be fulfilled earnestly, with discipline and a strong sense of commitment.

The Relationship between Human Relations and Work Ethic

Working relationships (human relations) have a significant influence on employees' work ethic within an organization. Positive relationships between supervisors and subordinates, as well as among employees, create a harmonious, comfortable, and supportive work environment. Such conditions enable employees to feel valued and appreciated, thereby increasing their motivation to perform their duties effectively. As a result, employees are more likely to demonstrate a high level of work ethic, which is reflected in discipline, responsibility, enthusiasm for work, and commitment to their jobs. According to Riniandini (2020), harmonious working relationships contribute positively to the development of employees' work ethic by fostering a sense of belonging, cooperation, and dedication toward achieving organizational goals.

The Relationship between Communication and Work Ethic

The relationship between communication and work ethic is very close, as effective communication can enhance employees' enthusiasm, discipline, sense of responsibility, and cooperation in carrying out their work. Effective communication helps employees understand their duties, organizational goals, and expectations while fostering harmonious working relationships, which in turn promote a strong work ethic. Conversely, poor communication may lead to misunderstandings, conflicts, low work motivation, and a decline in employees' work ethic. Therefore, the better the communication established within an organization, the higher the employees' work ethic in performing their duties and responsibilities.

The Relationship between Employee Development and Work Ethic

The relationship between employee development and work ethic can be observed through an organization's efforts to enhance employees' abilities, skills, knowledge, and attitudes through education, training, and coaching programs. Effective employee development improves employees' competencies, self-confidence, motivation, and sense

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of responsibility in performing their duties, thereby fostering a strong work ethic. Employees who are provided with opportunities for continuous development tend to demonstrate greater dedication, discipline, commitment, and enthusiasm toward their work. According to Ikhsan (2022), the better the employee development initiatives implemented by an organization, the higher the employees' work ethic will be.

The Relationship between Human Relations, Communication, and Employee Development and Work Ethic

The relationship between human relations, communication, and employee development is closely associated with improving employees' work ethic within an organization. Positive human relations create a sense of comfort, cooperation, and mutual trust among employees as well as between employees and their supervisors. Effective communication facilitates the exchange of information, clarifies duties and responsibilities, and minimizes misunderstandings in the workplace. Meanwhile, employee development through education, training, and coaching programs enhances employees' knowledge, skills, competencies, and professionalism. The integration of these three factors can foster employees' motivation, discipline, commitment, and sense of responsibility, thereby strengthening their work ethic. According to Asmayanti (2022), organizations that maintain harmonious working relationships, establish effective communication, and continuously invest in employee development are more likely to cultivate a high level of work ethic among their employees.

RESEARCH HYPOTHESES

To provide an overview of this research, the researcher presents it in the form of a conceptual framework, namely a diagram that illustrates the direction of the relationship between the research variables, as follows

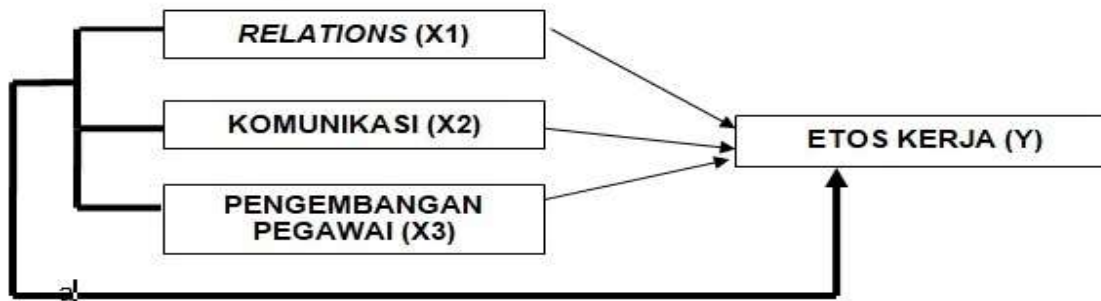
H1: It is hypothesized that Human Relations have a significant partial effect on employees' work ethic at the Bima Regency Agriculture Office.

H2: It is hypothesized that Communication has a significant partial effect on employees' work ethic at the Bima Regency Agriculture Office.

H3: It is hypothesized that Employee Development has a significant partial effect on employees' work ethic at the Bima Regency Agriculture Office.

H4: It is hypothesized that Human Relations, Communication, and Employee Development simultaneously have a significant effect





RESEARCH METHODOLOGY

This study employed an associative research design with a quantitative approach. The research instrument used in this study was a questionnaire based on a Likert scale. The population consisted of all employees of the Bima Regency Agriculture Office, totaling 173 individuals, comprising 73 Civil Servants (PNS), 45 Government Employees with Work Agreements (PPPK), and other employees. The sample consisted of 118 employees with PNS and PPPK status, selected using the purposive sampling technique. The study was conducted at the Bima Regency Agriculture Office, located on Soekarno Street, Lewirato Village, Mpunda District, Bima City. The data analysis techniques employed in this study included validity and reliability tests, classical assumption tests, multiple linear regression analysis, correlation coefficient analysis, t-test, and F-test using Statistical Product and Service Solutions (SPSS) version 26.

RESEARCH RESULTS AND DISCUSSION

1) Validity Test

Based on the results of the validity testing conducted on each statement item in the research instrument presented in Table 1, it was found that all statement items for the variables Human Relations (X1), Communication (X2), Employee Development (X3), and Work Ethic (Y) were valid, as their validity coefficients exceeded the established validity threshold of 0.300 (≥ 0.300). Therefore, all questionnaire items were considered appropriate and suitable for use in this study.

No	Variabel	Item	t value	t table	description
		X1.1	0,617	0,300	Valid
		X1.2	0,626	0,300	Valid
		X1.3	0,565	0,300	Valid

1	Relations (X)	X1.4	0,603	0,300	Valid
		X1.5	0,604	0,300	Valid
		X1.6	0,688	0,300	Valid
		X1.7	0,565	0,300	Valid
		X1.8	0,603	0,300	Valid
		X1.9	0,558	0,300	Valid
2	Communication (X2)	X2.1	0,806	0,300	Valid
		X2.2	0,601	0,300	Valid
		X2.3	0,779	0,300	Valid
		X2.4	0,575	0,300	Valid
		X2.5	0,593	0,300	Valid
		X2.6	0,739	0,300	Valid
		X2.7	0,806	0,300	Valid
		X2.8	0,601	0,300	Valid
		X2.9	0,779	0,300	Valid
3	Employee Development (X3)	X3.1	0,666	0,300	Valid
		X3.2	0,694	0,300	Valid
		X3.3	0,575	0,300	Valid
		X3.4	0,478	0,300	Valid
		X3.5	0,682	0,300	Valid
		X3.6	0,487	0,300	Valid
		X3.7	0,502	0,300	Valid
		X3.8	0,592	0,300	Valid
		X3.9	0,487	0,300	Valid
		X3.10	0,688	0,300	Valid
		X3.11	0,565	0,300	Valid
		X3.12	0,603	0,300	Valid
4	Work Ethic (Y)	Y.1	0,558	0,300	Valid
		Y.2	0,806	0,300	Valid
		Y.3	0,601	0,300	Valid
		Y.4	0,779	0,300	Valid
		Y.5	0,565	0,300	Valid
		Y.6	0,603	0,300	Valid



	Y.7	0,558	0,300	Valid
	Y.8	0,806	0,300	Valid
	Y.9	0,601	0,300	Valid

Table 1. Validity Test Results*Source: Processed Primary Data, 2026***2) Reliability Test**

Based on Table 2 above, the results of the reliability test for all statement items related to the variables Human Relations (X1), Communication (X2), Employee Development (X3), and Work Ethic (Y) indicate that the Cronbach's Alpha values have reached or exceeded the established reliability standard of 0.600. This means that all questionnaire items are considered reliable and consistent, making them appropriate and accurate for use in the research analysis.

Variabel	Jumlah Item	Cronbach's Alpha	Standar Reliabilitas	Keterangan
Relations	9	0,778	> 0,600	Reliabel
Communication	9	0,870	> 0,600	Reliabel
Employee Development	12	0,737	> 0,600	Reliabel
Work Ethic	9	0,800	> 0,600	Reliabel

3) Multiple Linear Regression.**Tabel 3.** Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.855	1.004		1.948	.044
Relations	0.551	.030	0.584	18.559	0.001
Communication	0.441	.024	0.531	16.686	0.001

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Employee Development	0,500	.020	.554	17.359	0.001
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a. Dependent Variable: Work Ethic*Source: Primary Data Processed Using SPSS Version 26, 2026*

Based on the results of the regression analysis, the multiple linear regression equation can be formulated as follows:

$$Y = 1.855 + 0.551X_1 + 0.441X_2 + 0.500X_3 + e$$

Based on the equation above, the interpretation is as follows:

- The constant value of 1.855 indicates that if the variables Human Relations, Communication, and Employee Development are assumed to be zero, the Work Ethic score would be 1.855.
- The beta coefficient for the Human Relations variable is 0.551, which means that every one-unit increase in Human Relations (X_1) will increase Work Ethic by 0.551 units, assuming that the other variables remain constant.
- The beta coefficient for the Communication variable is 0.441, indicating that every one-unit increase in Communication (X_2) will increase Work Ethic by 0.441 units, assuming that the other variables remain constant.
- The beta coefficient for the Employee Development variable is 0.500, meaning that every one-unit increase in Employee Development (X_3) will increase Work Ethic by 0.500 units, assuming that the other variables remain constant.

4) Correlation Coefficient.

Tabel 4. Correlation Test Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.801a	.834	.832	1.047	.834	643.288	3	110

Predictors: (Constant), Employee Development, Communication ,Relations
Dependent Variable: Work Ethic

Source: Primary Data Processed Using SPSS Version 26, 2026

Based on the results obtained, the correlation coefficient (R) was 0.801. This finding indicates that there is a relationship between Human Relations, Communication, and

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Employee Development and employees' Work Ethic. To interpret the strength of this relationship, the guidelines presented in the following table can be used.

5) Coefficient of Determination Test.

Tabel 5. Coefficient Determination test

Model Summary

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834	.832	1.047

Based on Table 5 above, the findings indicate that there is a relationship between Human Relations, Communication, and Employee Development and employees' Work Ethic. The magnitude of this effect can be quantitatively measured using the coefficient of determination test. The results showed that the coefficient of determination (R Square) was 0.834, or 83.4%. This means that 83.4% of the variation in employees' Work Ethic can be explained by the variables of Human Relations, Communication, and Employee Development, while the remaining 16.6% is influenced by other factors not examined in this study, such as compensation, self-reward, and other variables outside the scope of this research.

6) Partial t-Test.

Tabel 6. Partial t-Test (Uji t)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.855	1.004		1.948	.044
Relations	0.551	.030	0.584	18.559	0.001
Communication	0.441	.024	0.531	16.686	0.001
Employee Development	0,500	.020	.554	17.359	0.001

a. Dependent Variable: Work Ethic

Source: Primary Data Processed Using SPSS Version 26, 2026



H1: Human Relations have a significant partial effect on employees' Work Ethic at the Bima Regency Agriculture Office.

The results of the t-test for the Human Relations variable showed a t-value of 18.559, which was greater than the t-table value of 1.657 ($18.559 > 1.657$), with a significance value of 0.001, which was lower than the significance level of 0.05 ($0.001 < 0.05$). Therefore, the first hypothesis stating that "Human Relations have a significant partial effect on employees' Work Ethic at the Bima Regency Agriculture Office" was accepted (H1 Accepted).

The findings of this study are consistent with the research conducted by Rahmatul (2022), which revealed that Human Relations have a significant partial effect on employees' work ethic. Similarly, Jumayanti (2022) found that Human Relations significantly influence work ethic. Another study conducted by Ardian (2022) also supported these findings by concluding that Human Relations have a significant partial effect on employees' work ethic.

H2: Communication has a significant partial effect on employees' Work Ethic at the Bima Regency Agriculture Office.

The t-test results for the Communication variable indicated a t-value of 16.686, which exceeded the t-table value of 1.657 ($16.686 > 1.657$), with a significance value of 0.001, which was lower than 0.05 ($0.001 < 0.05$). Therefore, the second hypothesis stating that "Communication has a significant partial effect on employees' Work Ethic at the Bima Regency Agriculture Office" was accepted (H2 Accepted).

The findings of this study are in line with previous studies indicating that effective communication significantly influences employees' work ethic. Employees who receive clear information, constructive feedback, and open communication tend to demonstrate greater discipline, responsibility, motivation, and commitment to their work.

H3: Employee Development has a significant partial effect on employees' Work Ethic at the Bima Regency Agriculture Office.

The t-test results for the Employee Development variable showed a t-value of 17.359, which was greater than the t-table value of 1.657 ($17.359 > 1.657$), with a significance value of 0.001, which was lower than 0.05 ($0.001 < 0.05$). Therefore, the third hypothesis stating that "Employee Development has a significant partial effect on employees' Work Ethic at the Bima Regency Agriculture Office" was accepted (H3 Accepted).

The results of this study support the findings of Mulyana (2023), Rohyat (2022), and Rini (2021), all of whom reported that employee development has a significant partial

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effect on employees' work ethic. Organizations that continuously provide education, training, and development opportunities tend to foster employees who are more competent, motivated, responsible, and committed to achieving organizational goals.

7) Simultaneous F-Test

Tabel 10. F-Test Results

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1309.151	3	704.576	38.288	0.001 ^b
	Residual	74.336	110	1.095		
	Total	1333.487	107			
a. Dependent Variable: Work Ethic						
b. Predictors: (Constant), Employee Development _ Communication _ Relations						

Sumber :Data Primer Diolah SPSS v26, 2026

H4: Human Relations, Communication, and Employee Development have a significant simultaneous effect on employees' Work Ethic at the Bima Regency Agriculture Office.

Based on Table 10 above, the results of the F-test showed an F-value of 38.288, which was greater than the F-table value of 2.45 ($38.288 > 2.45$), with a significance value of 0.001, which was lower than the significance level of 0.05 ($0.001 < 0.05$). Since the significance value was less than 0.05, the fourth hypothesis stating that "Human Relations, Communication, and Employee Development have a significant simultaneous effect on employees' Work Ethic at the Bima Regency Agriculture Office" was accepted (H4 Accepted).

The findings of this study are consistent with the research conducted by Ridwan (2023), which revealed that Human Relations, Communication, and Employee Development simultaneously have a significant effect on employees' work ethic at the Environmental Agency. Similarly, Ana (2021) found that Human Relations, Communication, and Employee Development jointly exert a significant simultaneous influence on employees' work ethic at Toko Niaga Malang. Another study by Rohyat (2023) also supported these findings, concluding that Human Relations, Communication,



and Employee Development simultaneously have a significant effect on the work ethic of Lion Air flight attendants.

RESEARCH CONCLUSION

1. Conclusion

- a. Based on the results of the data analysis and discussion, the following conclusions can be drawn:
- b. Human Relations have a significant partial effect on employees' Work Ethic at the Bima Regency Agriculture Office.
- c. Communication has a significant partial effect on employees' Work Ethic at the Bima Regency Agriculture Office.
- d. Employee Development has a significant partial effect on employees' Work Ethic at the Bima Regency Agriculture Office.
- e. Human Relations, Communication, and Employee Development simultaneously have a significant effect on employees' Work Ethic at the Bima Regency Agriculture Office.

2. Suggestions

- a. For the Bima Regency Agriculture Office, harmonious working relationships should continue to be strengthened by fostering a culture of mutual respect, support, and cooperation among employees in order to create a comfortable and conducive work environment. In addition, effective communication should be promoted through clear and open information sharing. The organization should also provide broader opportunities for employees to participate in various development programs, such as education and training, technical guidance, seminars, and other competency enhancement activities. These efforts are expected to contribute to the development of a stronger work ethic among employees.
- b. Future researchers are encouraged to expand this study by incorporating other variables that may influence employees' work ethic, such as leadership, work motivation, organizational culture, compensation, and the work environment. By including these additional variables, more comprehensive research findings can be obtained regarding the factors affecting employees' work ethic.

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