

## **The Impact of Human Relations and Work Appreciation on Improving Employee Performance at The Department of Population and Civil Registration of Bogor Regency**

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**Abstract:** The purpose of this study is to examine the influence of human relations and work appreciation on employee performance at the Department of Population and Civil Registration of Bogor Regency. This research uses a quantitative associative method aimed at identifying the effect of independent variables on dependent variables. The results of this study provide up-to-date information regarding the influence of human relations and work appreciation on employee performance. The findings offer new insights into the importance of fostering good relationships among employees and providing work appreciation to create a positive impact on employee performance. However, since this study focuses solely on the Department of Population and Civil Registration of Bogor Regency, the generalization of the findings is limited. Acknowledging this limitation is important for enhancing the credibility of the research and providing direction for future studies to cover a broader range of institutions.

**Keywords:** *Human Relation, Work Appreciation, Employee Performance*

## **A. Introduction**

Competition between companies today is getting wider in network, companies need to be able to follow trends or developments, not only developing in terms of company output but companies also need to develop their Human Resources capabilities to be more proactive so that they are easy to understand and open to dealing with new things in front of them Human Resources needed today are human resources who understand technological developments quickly, adaptable and responsive to changes in developments, both technological and otherwise. Because if the human resources in a company cannot quickly adapt to new things, it will become an obstacle that makes these demands a burden for them.(Prof. Dr. H. Edy Sutrisno dalam buku MSDM hal 1-2 2017) . Human Resource Management, According to (Hasibuan, 2019:10) It is an art and science that studies how to manage bonds and the role of employees efficiently and effectively in order to play a role in realizing company goals, employee welfare and public interest.

Thus, the quality and effectiveness of human resource management greatly determine the success of an organization, especially in facing dynamic developments. Two important aspects of HR management in improving employee performance are human relations and work appreciation. Both are essential components in creating a conducive work environment and motivating employees to perform optimally. Harmonious interpersonal relationships and recognition of their contributions can increase job satisfaction, emotional attachment to the organization, and enthusiasm to achieve established targets..

In the face of an era of increasingly competitive competition, it is not uncommon for an organization or company to experience failure in carrying out its business activities can be caused by several things, such as because the company has not been able to adapt to technological advances or current business developments, or the

company cannot develop due to the lack of optimal ability of human resources to carry out its duties. . In fact, although technology is currently developing and many human resources have begun to be replaced by technology, it is based on the lack of cognitive and social skills that a person has in adapting to his environment.

Human resources are factors that can determine the success of a company in carrying out its business activities. Companies are required to be able to acquire, improve and maintain quality and competent human resources in terms of productivity and performance. Human resources are an important role in the company to support the effectiveness and efficiency of the company to achieve the company's goals. Competent human resources owned by a company are competitiveness in a company. Human resources are assets that have an important role for companies in efforts to maintain, improve and develop a company. Human resources are capital for companies to be able to carry out their operational activities. It is undeniable that currently human resources have been replaced by Artificial Intelligence, but in essence, humans still have a major role in carrying out their duties and obligations in a company because not all jobs can be replaced by Artificial Intelligence.

The readiness of human resources in the company to prepare in taking steps or decisions in the company to minimize errors. The right decision is of course produced by the right human resources in every taking of the steps/decisions that have been considered which indicate that a person's performance is seen from the ability to analyze a problem, but the accuracy and accuracy of a person in work is also determined by the work environment, Human Relations and their job position/position. Because the abilities that human resources have determine their job position. The Right Man in the right place, will greatly help the company in carrying out its company activities and minimize work mistakes because it is done with the right person in the right position so as to improve performance.

Competent human resources in a company are seen from the performance of the employee. According to (Mangkunegara, 2017) Performance is the result of quality or quantity work that has been completed by an employee in carrying out his duties and responsibilities. It can also be concluded that a person's performance in a company is measured from the results of work in carrying out their duties and responsibilities to be able to achieve the company's targets and goals. Employee performance can have a significant impact on the success of a company, if employees give poor performance, the company can experience various problems or failures in carrying out its business activities and vice versa, then if employee performance is significantly optimal, it can have an impact on the progress and development of a company in carrying out its business activities. According to (Mangkunegara, 2017) Performance is the result of work measured by the quality and quantity of work in carrying out its duties. The performance of Bogor Regency Population and Civil Registration Office employees has a level of performance that fluctuates based on the state of the community's condition every day because of course there will always be various services of the population administration system. The performance of Bogor Regency Population and Civil Registration Office employees is assessed based on the elements of employee performance.

Other factors that affect performance are abilities, support and motivation for work, and relationships between people or companies. In addition, the performance of a person in the company is also influenced by the workload, work stress or motivation of the employee. The establishment of human relations in a company has a positive impact on employee performance, because a good relationship between superiors and subordinates, or employees with other employees can create a comfortable work environment that affects in carrying out their duties and responsibilities so that it

can trigger the employee to be able to work optimally and vice versa when the relationship between people is not good, it will have a negative impact to the performance of the Employee because the Employee feels uncomfortable so that it can have an impact on the results of his performance that is less than optimal or may occur Misscommunication.

Work appreciation is a form of gratitude of an organization or company to the employee as a form of loyalty from the employee to an organization/company. Work appreciation is very much needed by Employees in an effort to provide work spirit to Employees in achieving the company's targets. The form of giving appreciation is not only in the form of compensation but can also be in the form of praise or other gifts, but in fact the giving of compensation appreciation is needed by employees and can trigger enthusiasm in working to improve the performance of the employee.

**Table 1. Elements of Employee Performance at the Population and Civil Registration Office of Bogor Regency for the 2021-2023 Period**

<b>nts of Employee Performance Assessment</b>	
<b>ork Behavior</b>	<b>ree Performance Goals</b>
ice Orientation	ility of Work Results
ommitment	ntity of Work Results
Discipline	Time
Collaborate	Cost
Point 40%	Point 60%

Source: Dinas Kependudukan dan Pencatatan Sipil Kabupaten Bogor

In Table 1. above, shows that the Elements of Employee Performance Assessment consist of two categories, namely Employee Work Behavior and Employee Performance Targets. In the Work Behavior

Category, there are various classifications such as Service Orientation, Commitment, Discipline, and Cooperation with a Point of 40%, while in the Employee Target Assessment (ETA) category consists of various classifications such as Quality of Work Results, Quantity of Work Results, Time, Cost with a Point of 60%.

**Table 2. Category of Employee Performance Assessment Standards at the Population and Civil Registration Office of Bogor Regency**

<b>No</b>	<b>Value %</b>	<b>Category</b>
1.	110 – 120	Excellent (SB)
2.	90 – 110	Good (B)
3.	70 – 90	Enough (C)
4.	50 – 70	Not Good (KB)
5.	0 – 50	Poor (SK)

Source: Government Regulation No. 30 of 2019

Table 1.2 has a standard category for performance assessment of the Bogor Regency Population and Civil Registration Office. This category is based on Government Regulation No. 30 of 2019 which is used for Civil Servants, namely having a classification such as an assessment of 110 to 120 and can create ideas in improving performance that benefit the organization or the country can be categorized as Excellent, assessment of 90 to 110 is categorized as good, assessment 70 to 90 is categorized as Enough, A score of 50 to 70 is categorized as Not Good, and a score of 50 to 0 is categorized as poor.



The performance of employees at the Population and Civil Registration Office of Bogor Regency shows fluctuating levels based on the daily conditions of the community, as there are always various population administrative services to be handled. Employee performance is measured based on specific performance elements. According to the data presented in the performance evaluation graph and tables, there is a declining trend in performance scores from 2021 to 2023. In 2021, the performance score was recorded at 87.9, which dropped to 85.48 in 2022, and further declined to 84.1 in 2023. This decline indicates potential issues in work processes or internal employee motivation. Possible causes may include decreased work enthusiasm due to lack of recognition for employee contributions, weak communication and working relationships among staff, or an unbalanced workload. Therefore, it is essential to further examine the role of human relations and work appreciation as two important factors that may significantly influence the decline in employee performance.

Based on the research gap that has been identified, as shown by Annisa Ayu Faddila (2014), human relations have a positive influence on employee performance. However, this contrasts with the findings of Erini Junita Sari, Hanifah, and

Monika in the *Economina Journal* Vol. 1 No. 4, which indicate that although human relations have a positive influence, the effect is not significant on employee performance. This difference in findings highlights a gap in understanding that needs to be further explored, particularly within the context of local government bureaucracy such as the Population and Civil Registration Office of Bogor Regency. It is possible that the context of public organizations, the characteristics of public service jobs, and differing work cultures are reasons why the influence of human relations and work appreciation on performance is not always consistent. Therefore, this research is important to conduct in order to gain a more specific, relevant, and contextual understanding. The purpose of this study is (1) To determine the influence of human relations on employee performance at the Population and Civil Registration Office of Bogor Regency. (2) To determine the influence of work appreciation on employee performance at the Population and Civil Registration Office of Bogor Regency. (3) To determine the simultaneous influence of human relations and work appreciation on employee performance at the Population and Civil Registration Office of Bogor Regency. This research is expected to provide both theoretical and practical contributions to human resource management, particularly in the governmental sector, and serve as a reference for improving employee performance through a more appropriate approach to human relations and work appreciation.

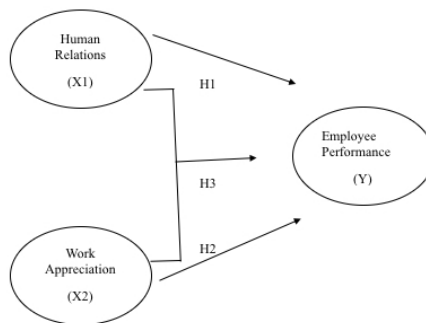
## **B. Methods**

Quantitative Method is the method used in this study. According to (Creswell 1994) dalam Ali et al. 2022) PQualitative research is the study of social problems by testing theories through error variables that are measured with numbers and

analyzed statistically to determine whether the predictive generalization of the theory is accurate.

The associative method was used in this study to analyze the relationship between two or more variables, including their positive and negative influences. This study uses the total sampling technique, in which the entire population consisting of fewer than 100 individuals is used as the research sample. Since all members of the population are included as the sample, there is no random selection process or differing probabilities among individuals. This study uses questionnaires as a data collection method where researchers collect and provide a set of statements or questions related to the problems faced and given to respondents to answer them, in addition to questionnaires, this study also uses direct and indirect observations to strengthen the data.

Picture 1  
Frame of Mind



### **C. Results and Discussion**

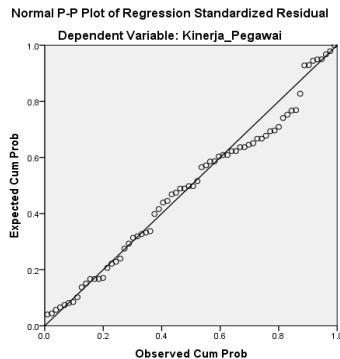
Based on the research results, the Human Relation variable has a positive but not significant effect on employee performance at the Department of Population and Civil Registration of Bogor Regency.

This is indicated by the T-count value of 1.694, which is greater than the T-table value of 1.668, and a significance value of 0.095, which is greater than 0.05. Although the influence is statistically positive, it is not significant, indicating that human relations are not strong enough to directly affect performance.

There may be mediating variables such as job satisfaction, organizational commitment, or leadership style that have not been examined and could influence this relationship. In addition, the formal and hierarchical bureaucratic context of local government institutions like Disdukcapil Bogor may also weaken the direct impact of social relationships on performance output. This finding is consistent with the study by Erini Junita Sari, Hanifah, and Monika in *Jurnal Economina*, which reported that human relations do have an effect, but it is not significant on employee performance unlike the study by Annisa Ayu Faddila (2014), which found a significant effect in a different context. Result :

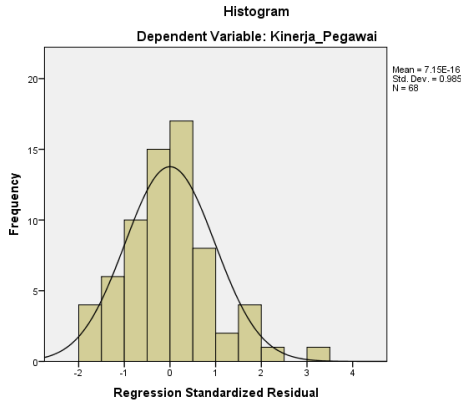
### 1. Normality Test

Picture 2 Probability Plot Normality Test



Based on Figure 2 (Probability Plot), the data points follow a diagonal line, indicating that the regression data distribution is normal

Picture 3 Histogram



Based on Figure 3 (Histogram) shows a curve pattern resembling a bell shape, reinforcing that the data is normally distributed.

Picture 4 Kolmogorov-Smirnov Normality Test

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		68
Normal Parameters <sup>a, b</sup>	Mean	.0E-7
	Std. Deviation	1.62352126
Most Extreme Differences	Absolute	.097
	Positive	.097
	Negative	-.049
Kolmogorov-Smirnov Z		.802
Asymp. Sig. (2-tailed)		.542

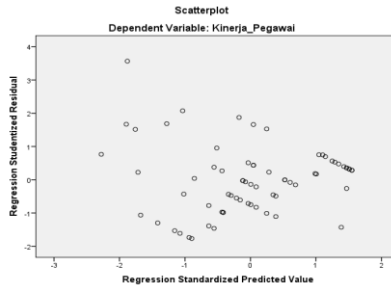
a. Test distribution is Normal.

b. Calculated from data.

Based on Picture 4 The Kolmogorov–Smirnov test result in Figure 4 shows an Asymp.Sig value of 0.542 > 0.05, which means the regression model meets the normality assumption.

## 2. Heterokedasticity Test

Picture 5 Heterokedasticity test



Based on Picture 5 (Scatterplot), the points are randomly scattered above and below the Y-axis at zero, indicating that there is no heteroscedasticity in the regression model.

## 3. Multicollinearity Test

Table 3 Multicollinearity Test

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	18.141	2.266		8.005	.000		
Human_Relation	.061	.072	.098	.847	.400	.624	1.603
Apresiasi_Kerja	.391	.073	.615	5.333	.000	.624	1.603

a. Dependent Variable: Kinerja\_Pegawai

Based on Table 3 The results in Table 3 show that the VIF value for all independent variables is 1.603 (<10), and the tolerance value is 0.624 (>0.20). This indicates that there is no multicollinearity among the independent variables in the model.

#### 4. Multiple Regression Test

**Table 4 Multiple Regression Tests**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	18.141	1.133		16.009	.000		
	Human_Relation	.061	.036	.126	1.694	.095	.624	1.603
	Apresiasi_Kerja	.391	.037	.796	10.666	.000	.624	1.603

a. Dependent Variable: KINERJA\_Y

The Work Appreciation variable has been proven to have a positive and significant effect on employee performance, as indicated by a T-count value of 10.666 > T-table 1.668 and a significance value of 0.000 < 0.05. This finding suggests that recognition for work contributions can directly enhance employee motivation, work enthusiasm, and productivity. In the context of Disdukcapil Bogor, the most effective forms of appreciation are likely to include formal recognition from superiors, non-financial rewards such as certificates or monthly performance awards, and career development opportunities. These results align with motivational theories such as Herzberg's Two-Factor Theory and Reinforcement Theory, both of which propose that positive reinforcement or rewards can consistently increase desired work behaviors.

#### 5. Coefficient of Determination Tes

**Tabel 1 Coefficient of Determination Test**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 <sup>a</sup>	.774	.767	.824

a. Predictors: (Constant), Apresiasi\_Kerja, Human\_Relation

b. Dependent Variable: KINERJA\_Y

Based on Table 5 The R Square value is 0.774, which means that 77.4% of the employee performance variable can be explained by Human Relation and Work Appreciation, while the remaining 22.6% is explained by other variables outside the scope of this study

The analysis results show that Work Appreciation has a positive and significant effect on employee performance This indicates that providing rewards or recognition for work outcomes can enhance employee motivation and productivity. This finding aligns with Herzberg's Motivation Theory which identifies work appreciation as one of the key driving factors of performance. The study is also consistent with previous research by Dewi Nisa Apriani (2023) which stated that recognition in the workplace significantly impacts productivity improvement.

Meanwhile, Human Relation shows a positive but not significant effect on employee performance. This means that although interpersonal relationships in the workplace are important, in the context of the Population and Civil Registration Office of Bogor Regency, this factor is not strong enough to significantly influence performance improvement. This may be due to organizational culture, bureaucratic structure, or employee priorities that place greater value on achievement-based recognition rather than social relationships. This finding should be further explored through qualitative studies to investigate the contextual factors that affect the effectiveness of workplace relationships.

Simultaneously, both variables have a positive and significant effect on employee performance. This suggests that an approach that combines improving social relations in the workplace with providing appreciation will be more effective in boosting productivity and service quality in government institutions such as the Population and Civil Registration Office.

Based on these findings, the practical implication is the need to design a data-driven and measurable employee appreciation program within the Bogor Disdukcapil environment. This program may include a transparent periodic performance evaluation system, achievement-based rewards, and improved communication quality between supervisors and subordinates in expressing appreciation. Additionally, it is important to **reassess** managerial approaches in fostering interpersonal relationships among employees to be more participatory and support a positive work climate, both emotionally and professionally. Thus, HR management based on healthy social relations and appropriate work appreciation can serve as an effective strategy to sustainably improve employee performance

#### **D. Conclusions**

Based on the research findings, it can be concluded that work appreciation has a stronger and more significant influence on improving employee performance compared to human relations, which, although showing a positive influence, is not statistically significant. These findings emphasize that recognition of work contributions has a direct impact on employee motivation and productivity, while interpersonal relationships within bureaucratic environments such as the Bogor Civil Registry Office may require more strategic approaches to have a significant effect on performance. Therefore, the meaning of this research illustrates the importance of creating a work culture that values performance fairly and transparently, and fostering workplace relationships that support collaboration and healthy emotional engagement.

The recommendation for the institution is to develop a measurable and data driven employee appreciation program, such as a transparent performance evaluation system, regular achievement-based rewards, and effective communication between superiors and subordinates when delivering positive feedback. In addition,

training for leaders on interpersonal skills and participatory leadership is also recommended to improve the quality of employee relations.

For future research, it is suggested to explore other variables that may act as mediators in the relationship between human relations and performance, such as job satisfaction, organizational commitment, or leadership style. A qualitative approach is also recommended to further explore employees' perceptions and experiences regarding the importance of social relationships and forms of work appreciation in the workplace.

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