

Human Relations and Organizational Climate and Its Influence on Employee Morale of PT. Matrix Primatama Bandung

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ABSTRACT

The purpose of this study is to examine the influence of Human Relations and Organizational Climate on Employee Morale. This research uses a sample of 96 employees working at PT. Matrix Primatama Bandung, using descriptive and verification methods. The data collection technique employed by the researcher involves primary and secondary data sources in the form of questionnaires distributed to employees at PT. Matrix Primatama Bandung. The analysis used is path analysis with the assistance of SPSS software and hypothesis testing. The results of this study indicate that the Human Relations variable is considered good, Organizational Climate is considered good, and Employee Morale is considered good. The verification results reveal that Human Relations has an impact on Employee Morale, Organizational Climate has an impact on Employee Morale, and there is an influence of Human Relations and Organizational Climate on Employee Morale at PT. Matrix Primatama Bandung.

Keywords: Human Relation, Organizational Climate, Employee Morale

1. INTRODUCTION

In national development, construction services have an important and strategic role considering that construction services produce final products in the form of buildings or other physical forms, both in the form of infrastructure and facilities that function to support the growth and development of various fields, especially the economic, social, and cultural fields to realize a just and prosperous society that is equitable materially and spiritually based on Pancasila and the 1945 Constitution.

According to BPS data, the number of construction companies in Indonesia is 197,030 units in 2022. This number was corrected by 3.13% compared to the previous year which reached 203,403 units.

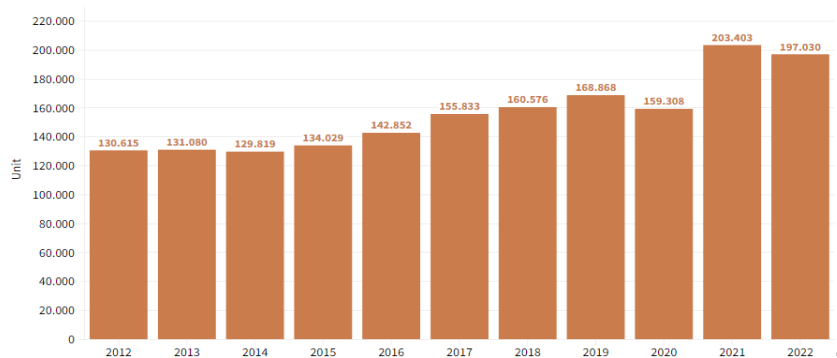


Figure 1. Number of Construction Companies in Indonesia (2012-2022)

Source: Statistics Indonesia (BPS)

The Central Statistics Agency (BPS) noted that the number of construction companies in Indonesia was 197,030 units in 2022. This number was corrected by 3.13% compared to the previous year which reached 203,403 units. Looking at the trend, construction companies in Indonesia tend to show an increase. Construction companies recorded a record high of 203,403

units last year. However, the number of construction companies fell again this year. This happens because many infrastructure projects have not been able to operate optimally. This is inseparable from the Covid-19 pandemic. In addition, this sector is overshadowed by global economic uncertainty, one of which is caused by Russia's war with Ukraine.

The construction service company that is the locus of research is PT. Matrix Primatama Bandung is listed as a company implementing middle level three (M3) construction services, namely its business engaged in the implementation of building construction implementation services. Number of employees of PT. Matrix Primatama can be seen in table 1. as follows:

Table 1. Employees of PT. Matrix Primatama Bandung

No	Part	Employees
1	Staff (Physical and nonphysical employees)	101
2	<i>Engineer</i>	5
3	Administration	6
4	<i>House Keeping</i>	4
5	<i>Foreman</i>	8
Total		127

Source: Researchers' data processing results

From table 1. above, it can be seen that all employees at PT, Matrix Primatama totaled 127 people. With this, the company certainly expects the company's results and goals to increase and quality in providing construction services.

Based on the results of an interview with Mr. Arif Tri Wahyono S.E as General Manager and Finance on Friday, February 27, 2023, I was informed that there was a problem experienced by his employees, namely declining employee morale which affected the non-achievement of the goals set by PT. Matrix Primatama Bandung.

Employees lack enthusiasm in carrying out their duties and responsibilities because the relationship between employees is sometimes not good caused by some employees who are often negligent in carrying out their duties and responsibilities so as to hamper the work of other employees and sometimes cause conflicts between employees, besides that organizational climate problems are the nature of the organization needed to support the work of employees at PT. Matrix Primatama Bandung. Employee morale needs attention, because if left unchecked it can have an impact on the implementation of activities in the organization and late achievement of the expected goals. This can be fulfilled, one of the main factors is high employee morale.

In order for the company to achieve its goals, it must increase the morale of its employees. Regarding variables that can affect morale, there are Leadership, Compensation, Human Relations, Organizational Climate, Job Security. Regarding the factors that are estimated to affect employee morale at PT. Matrix Primatama Bandung can be seen in table 2.

Table 2. Factors affecting Employee Morale

No	Factors Affecting Employee Morale	Percentage (%)
1	Leadership	10%
2	Compensation	10%
3	<i>Human Relation</i>	30%
4	Organizational Climate	40%
5	Job Security	10%

Source : Secondary data processing results

Sourced from data from table 2. stated that the factors that have a big influence on employee morale are Organizational Climate by 40% and Human Relations by 30%. When viewed from the results of the data above, it shows that the variable of employee morale that makes the standard is the lack of stable Human relations between employees and employees and employees with

superiors. In addition to Human Relations, there are also problems in the Organizational Climate that affect employee morale.

Based on the results of interviews with several employees at PT. Matrix Primatama Bandung, there are several problems in terms of employee morale, which are as follows:

- a) Decreased communication interaction between employees and employees, as well as employees with superiors in the company.
- b) Lack of cooperation between employees
- c) Internal and external work environment sometimes there are problems and conflicts

Paying attention to the phenomena observed in the world of work, it is necessary to examine the factors that affect employee morale. In accordance with the problems found in the field, it is suspected that what affects employee morale is human relations factors and organizational climate.

2. METHODS

The data sources used in this study are in the form of primary data and secondary data. According to Sugiyono (2019: 194), "Data sources consist of primary data and secondary data. A primary source is a data source that directly provides data to the data collector. Secondary sources are indirect sources to the data collector, for example through other people or documents." The data conducted in this study are interview interactive data, questionnaires (questionnaires), observations (observations), and a combination of the three.

Data collection carried out in this study is by conducting field research (Field Research). Data collection techniques in this study were carried out using questionnaire techniques (questionnaires). According to Sugiyono (2019: 199), the data collection technique by questionnaire (questionnaire), is "a data collection technique carried out by giving a set of written questions to respondents to answer". Questionnaires are an efficient data collection technique if researchers know exactly what variables will be measured and know what can be expected from respondents. In addition, questionnaires are also suitable for use when the number of respondents is large enough and spread over a large area.

According to Sugiyono (2019: 126) explained that "population is a generalized area consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population to be selected is based on considerations of effectiveness and efficiency. In this study, the target population is employees who work at PT. Matrix Primatama Bandung as many as 127 people.

According to Sugiyono (2019: 127) explained that: "the sample is part of the number and characteristics possessed by the population". If the population is large, and the study is not possible to study the whole population, either because of limited funds, energy and time, the researcher can use samples taken from that population. For this reason, samples taken from the population must be representative (representative). The formula used by researchers to determine the sample size is the slovin formula, where the number of samples taken in the study is 96 respondents.

According to Sugiyono in HN Hikmi (2018: 88), path analysis is part of a regression model that can be used to analyze causal relationships between one variable and another. Path analysis is used using correlation, regression and pathways so that it can be known to arrive at intervening variables. The path analysis model is used to analyze the pattern of relationships between variables with the aim of determining the direct or indirect influence of a set of independent variables on the dependent variable. In this study, path analysis was used to ascertain whether there is an influence of Human Relations and Organizational Climate on Employee Morale.

3. RESULTS AND DISCUSSION

Validity and Reliability Test

Validity Test is carried out to measure the validity or absence of a measuring instrument used. A valid instrument means that a measuring instrument used to measure data is valid. The following are the results of testing the validity test of research instruments assisted by the SPSS software program version 25. Data validity tests are carried out using correlation product moment (pearson correlation) with the following criteria:

Table 3. Validity Test Results

Variable	Item	R count	R table	Information
Human Relation (X1)	1	0.372	0.200	Valid
	2	0.526	0.200	Valid
	3	0.435	0.200	Valid
	4	0.530	0.200	Valid
	5	0.489	0.200	Valid
	6	0.678	0.200	Valid
	7	0.678	0.200	Valid
	8	0.701	0.200	Valid
Organizational Climate (X2)	1	0.478	0.200	Valid
	2	0.654	0.200	Valid
	3	0.475	0.200	Valid
	4	0.642	0.200	Valid
	5	0.358	0.200	Valid
	6	0.515	0.200	Valid
	7	0.432	0.200	Valid
	8	0.569	0.200	Valid
	9	0.455	0.200	Valid
	10	0.613	0.200	Valid
Morale (Y)	1	0.586	0.200	Valid
	2	0.637	0.200	Valid
	3	0.402	0.200	Valid
	4	0.529	0.200	Valid
	5	0.442	0.200	Valid
	6	0.500	0.200	Valid
	7	0.450	0.200	Valid
	8	0.476	0.200	Valid
	9	0.488	0.200	Valid
	10	0.365	0.200	Valid

Source: Questionnaire Processing

Based on table 3. Above it can be seen that all statements used to measure each variable are Human Relation, Organizational Climate and Work Spirit have a value greater than r table which is 0.200 so that it can be stated that all statements on each variable are feasible (valid) to be used in the next analysis.

The reliability test aims to describe a measuring instrument used in this study. A measurement result can be said to be good if the measurement always gives the same result. This reliability test is to test the ability of a scale to create consistent results if performed against certain characteristics. The reliability test used in this study is to use Cronbach Alpha where, a variable is declared reliable if it produces a Cronbach Alpha value of > 0.70 , although a value of $0.60 - 0.70$ is still acceptable.

Table 4. Reliability Test Results

Variable	Reliability Coefficient	Critical Point	Information
Human Relation (X1)	0.669	0.600	Valid
Organizational Climate (X2)	0.693	0.600	Valid
Morale (Y)	0.644	0.600	Valid

Source: Questionnaire Processing

Based on the results of table 4. It can be seen that the value of the reliability of statement items on the questionnaire that has been tested successively shows results of 0.669 for Human Relations, 0.693 for Organizational Climate, and 0.644 for Employee Morale. The reliability value for all three variables is greater than 0.600. This shows that each questionnaire item is worth testing. Then from the three variables that have been measured using Likert scale measurement instruments that can produce ordinal measurement scales and will be changed first.using the Succive Interval (MSI) Method so that data can be obtained with interval measurement scales to continue the next analysis.

Descriptive Research Results

Descriptive Research Analysis aims to see the results that have been collected or obtained from the variables of Human Relations and Organizational Climate and their influence on the Morale of PT. Matrix Primatama Bandung. For the assessment of respondents from each variable can be seen in the acquisition of actual scores and ideal scores. In determining categories to make it easier to interpret research variables is to use a continuum line.

Table 5. Recapitulation of Responses to Human Relations

Statement	Alternative Answers					Actual Score	Ideal Score	%	Category
	SS	S	CS	TS	STS				
P1	8	28	8	29	23	257	480	53,5	Good enough
P2	18	21	11	26	20	279	480	58,1	Good enough
P3	11	25	13	31	16	272	480	56,6	Good enough
P4	18	22	9	24	23	276	480	57,5	Good enough
P5	13	30	9	24	20	280	480	58,3	Good enough
P6	5	32	6	36	17	260	480	54,1	Good enough
P7	5	32	6	36	17	260	480	54,1	Good enough
P8	21	16	9	30	20	276	480	57,5	Good enough
Total						2160	3840	56,2%	Good enough

Source: Questionnaire Processing

Based on the information above, it can be seen that the actual score on the Human Relations variable was obtained at 2160 with a percentage score of 56.2%, the value was at the interval point 1824 - 2496. Therefore, it is known that the condition of the Human Relations variable is in the Good Enough category. If it is related to the existing formulation, hypothesized number one which states Human Relations at PT. Matrix Primatama Bandung is quite good, so it can be said that the hypothesis is accepted because it is in accordance with the results of data processing obtained in research.

Table 6. Recapitulation of Responses to Organizational Climate

Statement	Alternative Answers					Actual Score	Ideal Score	%	Category
	SS	S	SS	TS	SS				
P1	18	21	11	26	20	279	480	58,1	Good enough
P2	11	25	13	31	16	272	480	56,6	Good enough
P3	18	22	9	24	23	276	480	57,5	Good enough
P4	5	32	6	36	17	260	480	54,1	Good enough
P5	17	15	23	20	21	275	480	57,2	Good enough

P6	14	24	10	30	18	274	480	57	Good enough
P7	13	26	10	28	19	274	480	57	Good enough
P8	21	16	9	30	20	276	480	57,5	Good enough
P9	23	28	7	25	13	311	480	64,7	Good enough
P10	14	22	12	30	18	272	480	56,6	Good enough
Total						2769	4800	57,6%	Good enough

Source: Questionnaire Processing

Based on the information above, it can be seen that the actual score on the Organizational Climate variable was obtained at 2,759 with a percentage score of 57.4%, the value was at the interval point 2208 - 3072. Therefore, it is known that the variable conditions of the Organizational Climate are in the Good Enough category. If it is related to the existing formulation, hypothesized number two which states the Organizational Climate at PT. Matrix Primatama Bandung is quite good, so it can be said that the hypothesis is accepted because it is in accordance with the results of data processing obtained in research.

Table 7. Recapitulation of Responses to Morale

Statement	Alternative Answers					Actual Score	Ideal Score	%	Category
	SS	S	SS	TS	SS				
P1	5	32	6	36	17	260	480	54,1	Good enough
P2	21	16	9	30	20	276	480	57,5	Good enough
P3	8	28	8	29	23	257	480	53,5	Good enough
P4	18	21	11	26	20	279	480	58,1	Good enough
P5	11	25	13	31	16	272	480	56,6	Good enough
P6	18	22	9	24	23	276	480	57,5	Good enough
P7	13	30	9	24	20	280	480	58,3	Good enough
P8	23	28	7	25	13	311	480	64,7	Good enough
P9	14	24	10	30	18	274	480	57,0	Good enough
P10	17	15	23	20	21	275	480	57,2	Good enough
Total						2760	4800	57,5%	Good enough

Source: Questionnaire Processing

Based on the information above, it can be seen that the actual score on the Organizational Climate variable was obtained at 2,760 with a percentage score of 57.5%, the value was at the interval point 2208 - 3072. Therefore, it is known that the variable condition of Work Morale is in the Good Enough category. If it is related to the existing formulation, hypothesized number three which states the Spirit of Work at PT. Matrix Primatama Bandung is quite good, so it can be said that the hypothesis is accepted because it is in accordance with the results of data processing obtained in research.

Correlation Coefficient

The following is the result of calculating the pearson product moment correlation using SPSS software version 26.

Table 8. Correlation between Variables X1 and X2

	Human Relation	Iklm Organisasi	Semangat Kerja
Human Relation	Pearson Correlation	1	.847**
	Sig. (2-tailed)		.939**
	N	96	.000
Iklm Organisasi	Pearson Correlation	1	.908**
	Sig. (2-tailed)		.000
	N	96	.000

Semangat Kerja	Pearson Correlation	.939**	.908**	1
	Sig. (2-tailed)	.000	.000	
	N	96	96	96

Source : SPSS data processing results

According to Table 8. above then the form of a path diagram in the research of Human Relations (X1) and Organizational Climate (X2), and Employee Morale (Y), namely:

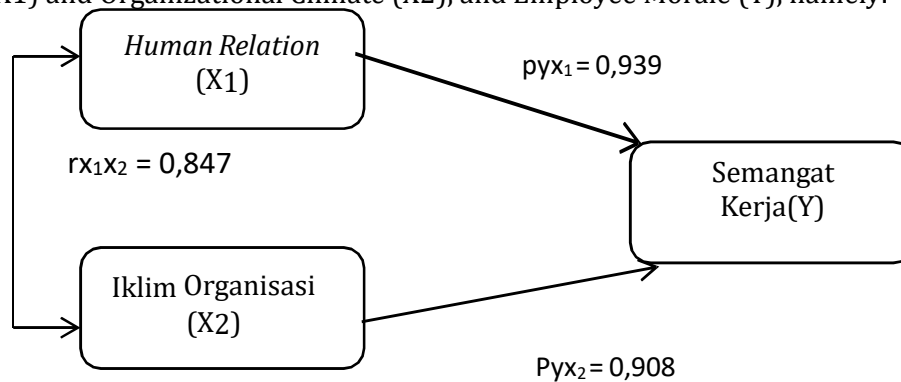


Figure 2. Path Diagram of Human Relations and Organizational Climate Relationship to Employee Morale

Source : SPSS data processing results

The results of the SPSS Output present the results of variable correlation analysis, namely (1) The Correlation Value obtained between Human Relations (X1) and Organizational Climate (X2) is 0.847. The value of this category is stated to be very strong because it is found in the interval 0.800 – 1.000 (2)The Correlation Value obtained between Human Relations (X1) and Employee Morale (Y) is 0.939. The value of the category is stated to be medium because it is found in the interval 0.800 – 1.000 (3) The Correlation Value obtained between Organizational Climate (X2) and Employee Morale (Y) is 0.908. The category value is expressed as Very Strong because it is present in the interval 0.800 – 1.000.

Table 9. Coefficient of Human Relations and Organizational Climate on Employee Morale

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	2.656	.800		3.319	.001
	Human Relation	.677	.060	.601	11.347	.000
	Iklim Organisasi	.377	.050	.399	7.521	.000

Source : SPSS data processing results

According to the coefficient table above, in the column Standardized Coefficients Beta on each variable, namely Human Relations and Organizational Climate which shows the value of the path coefficient of Human Relations (X1) of 0.601 and Organizational Climate (X2) of 0.399 to Employee Morale (Y).

Table 10. Direct and Indirect Influences

Variable	Path Coefficient	Direct Influence	Indirect Influence		Total
			X1	X2	
X1→Y	0,601	36,1 %		20,3 %	56,4%
X2→Y	0,399	15,9 %	20,3%		36,2%
Total Influence					92,6%

Source: Data processed

The magnitude of the influence of Human Relations (X1) directly on Morale (Y) is 0.361 or 36.1% and through its relationship with Organizational Climate (X2) is 0.203 or 20.3%. Thus, the

influence of Human Relations (X1) on Employee Morale (Y) is partially 0.564 or 56.4%, which means that Human Relations partially affects Employee Morale by 56.4%. Furthermore, the magnitude of the influence of Organizational Climate (X2) directly on Employee Morale (Y) is 15.9% and that passes through Human Relations (X1) as much as 20.3%. Thus the effect of Organizational Climate (X2) on Employee Morale (Y) is partially 36,2%.

Table 11. The Combined Effect of Human Relations and Organizational Climate on Employee Morale

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.962 ^a	.926	.925	1.863

Source : SPSS data processing results

The value of the Coefficient of Determination (R square) is interpreted as the magnitude of the influence of Human Relations and Organizational Climate on Employee Morale. According to table 4.46 above, Human Relations and Organizational Climate influence employee morale by 0.926 or 92.6% and is categorized as having a very strong relationship. The number r Square is entered into the equation. As for the value of $py\epsilon$ using the equation, the result can be calculated, namely:

$$py\epsilon = (1 - 0,926) = 0,074$$

Therefore, it can be explained that Human Relations and Organizational Climate influence together by 92.6% and due to influence by other aspects that the author did not examine by 7.4%.

T Test

Table 12. Partial Test of Human Relations and Organizational Climate on Employee Morale

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	tsBeta		
1	(Constant)	2.656	.800		3.319	.001
	Human Relation	.677	.060	.601	11.347	.000
	Iklm Organisasi	.377	.050	.399	7.521	.000

Source : SPSS data processing results

According to the data in table 12 above, the calculated t value of Human Relations (X1) on Employee Work Morale (Y) is 11,347 with a probability value (sig) = 0.000 with the conditions in the table being, $\alpha = 0.1$ and $df = (n-2)$ or $96-2=94$, which is 1,290. Because the results obtained t count > t table ($11,347 > 1290$) with a significance figure of $0.000 < 0.10$. So the decision H_0 is rejected and H_1 is accepted. $H_1: pyx_1 \neq 0$, which means that partially Human Relations has a positive and significant effect on employee morale. Next, the calculated t value of Organizational Climate (X2) on Employee Morale (Y) is 7,521 with a probability value (sig) = 0.000 with the conditions in the table being, $\alpha = 0.1$ and $df = (n-2)$ or $96-2 = 94$, which is 1,290. Because the results obtained t count > t table ($7,521 > 1290$) with a significance figure of $0.000 < 0.10$. So the decision H_0 is rejected and H_1 is accepted. $H_1: pyx_1 \neq 0$, meaning that partially Organizational Climate has a positive and significant effect on Employee Morale.

F Test

Table 13. Simultaneous Test of Human Relations and Organizational Climate on Employee Morale

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4045.374	2	2022.687	583.059	.000 ^b
	Residual	322.626	93	3.469		
	Total	4368.000	95			

Source : SPSS data processing results

According to table 13. above obtained the result of F value of 583,059 with probability (sig) = 0.000. The provisions in the f table are $\alpha = 0.10$ and $dk = (n-2-1)$ or $96-2-1 = 93$ which is 2.36. The results of $F_{\text{calculate}} > F_{\text{table}} (583,059 > 2.36)$ with significance numbers of $0.000 < 0.10$. So the decision H_0 is rejected and H_1 is accepted. $H_1: \rho_{xy1} = \rho_{xy2} \neq 0$, meaning jointly or simultaneously Human Relations and Organizational Climate have a positive and significant impact on Employee Morale.

DISCUSSION

Discussion regarding the impact of human relations on employee morale

According to the results of research data on Hypothesis Testing, it can be seen that there is an influence of Human Relations on Employee Work Morale, this is proven by the results of a partial test (t test) which shows that Human Relations has an influence on Employee Work Morale at PT. Matrix Primatama Bandung.

Human Relations felt by employees at PT. Matrix Primatama Bandung has quite good human relations conditions. Human Relations is very important in the company because it really supports employee performance and productivity at work. Apart from that, human relations also influence employee satisfaction at work and their loyalty to the company.

Nurdin stated in the research of Brigita Shenli Pritama, et al in the EMBA Journal (2019: 4903) that the enthusiasm of an employee is greatly influenced by the human relations carried out in the organization. This theory is supported by research carried out by Brigita Shienli Pritama et al according to Effendy (2019: 4903) who stated that Human relations in the broadest sense is persuasive communication carried out by someone to another person face to face, causing happiness and satisfaction on both parties..

Discussion Regarding the Impact of Organizational Climate on Employee Morale

From the results of research data on Hypothesis Testing, it can be seen that there is an influence of Organizational Climate on Employee Work Morale, this is proven by the partial test results (t test) which show that Organizational Climate has an influence on Employee Work Morale at PT. Matrix Primatama Bandung.

Organizational climate felt by employees at PT. Matrix Primatama Bandung has quite good organizational climate conditions. Organizational climate is very important in a company because it can influence employee performance and productivity. Organizational climate includes many things, such as company culture, the values adopted by the company, how the team works within it, and existing policies. One effort to achieve a good organizational climate is to pay attention to all the problems that employees experience and the boss or company must always be ready to listen. So that in facing any problems related to the organizational environment, the company is able to overcome and provide the best solutions

A good organizational climate plays an important role in helping reduce boredom and exhaustion, thereby increasing employee morale. Quoted in research by Brigita Shenli Pritama, et al. EMBA Journal (2019:4904) that organizational climate has a significant effect on work morale. So it can be said that organizational climate has a positive effect on employee morale.

Discussion regarding Human Relations and Organizational Climate on Employee Work Morale

From the results of research data on Hypothesis Testing, it can be seen that there is an influence of Human Relations and Organizational Climate on Employee Work Morale, this is proven by partial test results (t test) which show that Human Relations and Organizational Climate have an influence on Employee Work Morale at PT. Matrix Primatama Bandung. This shows that human relations and organizational climate together influence or contribute to the high and low levels of employee morale.

Previous research that examined human relations and organizational climate and their influence on employee work morale is found in the research results of Muhardi (2019) as a

lecturer at the Muhammadiyah University of North Sumatra with the research title, namely Human Relations and Organizational Climate with the Work Spirit of Employees at the Muhammadiyah University of North Sumatra and The results of research by Muhardi (2019) can be concluded that there is a positive and significant relationship between the Human Relations variable and employee morale.

4. CONCLUSION

Based on the results of research that has been carried out related to Human Relations and Organizational Climate and its impact on Employee Morale, the author can draw conclusions Human Relations at PT. Matrix Primatama is considered to be quite good seen from the Mental Readiness of employees where employees can carry out work within the company well, can also carry out new work from superiors in order to improve performance in the company. But there are still some things that need to be improved in Human Relations, namely the attitude of respecting differences in opinions, understanding, culture, race and religion in human relations that are established within the company, Organizational Climate at PT. Matrix Primatama is considered good as seen from employees who receive training within the company also remain professional in facing the pressure that exists within the company. But there are still some things that need to be improved in the Organizational Climate within the company, where some employees do not really understand the rules that apply in the company are for the good of their own employees and also some employees who do not or do not know clearly who has formal authority to make decisions, Employee Morale at PT. Matrix Primatama is considered quite good, it can be seen from the level of employee turnover or labor turnover where employees feel comfortable and do not think about leaving the company or looking for information about job vacancies elsewhere. But there are still some things that need to be improved in Employee Morale, namely demands in work that often occur where it is for work that has become the responsibility of employees in the company, Human Relations affects Employee Morale at PT. Matrix Primatama. Because, when the work atmosphere is harmonious and full of support, employees tend to feel more motivated and excited at work. When there is a positive relationship between colleagues or superiors, employees will feel valued, supported, and cared for. This makes employees feel comfortable in the company where employees work and want to make their best contribution, Organizational Climate affects Employee Morale at PT. Matrix Primatama. That is, Organizational Climate includes culture, values, norms, and atmosphere in the work environment. When the organizational climate is positive and supportive, employees tend to feel motivated and eager to work and Human Relations and Organizational Climate affect the Morale of PT. Matrix Primatama. When compared between Human Relations and Organizational Climate, the greater influence on Employee Morale is Human Relations. That is, Human Relations is fundamental and important in establishing relationships between people within the company.

Researchers suggest that PT. Matrix Primatama needs to provide education for its employees in order to foster an attitude of respect for differences in opinion, understanding, culture, race and religion in human relations that exist within the company. It is important to educate all members of the company about the importance of respecting and embracing differences. Increase awareness of the values of inclusiveness, diversity, and equal rights for all individuals, preferably PT. Matrix Primatama provides an understanding of decision centralization. Ensure there is a clear understanding of the company's vision, mission and goals and establish a supportive organizational structure. Hold regular counseling or training sessions on company rules so that employees can gain an in-depth understanding of what is and is not allowed in their work context, if there is a lack of clarity about certain rules or who is responsible for decision making, encourage employees to consult directly with authorities such as their managers or the HR department. Matrix Primatama can limit the demands of workloads that are too high. It is important to do good time management and prioritize the main tasks. This is to maintain comfort and mutual interests within the company. Facilitate open communication between superiors and subordinates so that

the needs and challenges in carrying out responsibilities can be discussed transparently. Discuss workloads, project priorities, and possible additional tasks. Also give appreciation to employees for their hard efforts in carrying out their responsibilities. Positive recognition will increase motivation and make them feel valued, as well as encourage higher productivity.

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