THE INFLUENCE OF COMMUNICATION AND SOCIAL WORK ENVIRONMENT ON EMPLOYEES' INTERPERSONAL RELATIONSHIPS

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ABSTRACT

This study explores the influence of communication and the social work environment on employees' interpersonal relationships, focusing on a sample of 60 employees from the Cimahi City Regional Government Agency. The research employs a saturated sampling method, where the entire population is included in the sample, ensuring comprehensive data representation. Data was collected through the distribution of structured questionnaires, designed to assess the quality of communication, the nature of the social work environment, and the resulting interpersonal relationships among employees. To analyze the collected data, multiple linear regression, t-tests, and f-tests were applied, allowing for both simultaneous and individual assessment of the variables in question. The findings reveal that both communication and the social work environment have a significant combined impact on the quality of interpersonal relationships among employees. Furthermore, the study indicates that when analyzed separately, both communication and the social work environment independently contribute to the development and maintenance of interpersonal relationships within the workplace. These results underscore the importance of fostering effective communication and a supportive social work environment to enhance workplace relationships, which are crucial for organizational success and employee well-being.

ABSTRAK

Penelitian ini mengeksplorasi pengaruh komunikasi dan lingkungan kerja sosial terhadap hubungan interpersonal karyawan, dengan fokus pada sampel 60 karyawan dari Instansi Pemerintah Daerah Kota Cimahi. Penelitian ini menggunakan metode sampling jenuh, di mana seluruh populasi dimasukkan ke dalam sampel, untuk memastikan representasi data yang komprehensif. Data dikumpulkan melalui penyebaran kuesioner terstruktur, yang dirancang untuk menilai kualitas komunikasi, sifat lingkungan kerja sosial, dan hubungan interpersonal yang dihasilkan di antara para karyawan. Untuk menganalisis data yang terkumpul, regresi linier berganda, uji-t, dan uji-f digunakan, yang memungkinkan penilaian secara simultan dan individual terhadap variabel-variabel yang dimaksud. Temuan menunjukkan bahwa komunikasi dan lingkungan kerja sosial memiliki dampak gabungan yang signifikan terhadap kualitas hubungan interpersonal di antara para karyawan. Lebih lanjut, penelitian ini menunjukkan bahwa ketika dianalisis secara terpisah, baik komunikasi maupun lingkungan kerja sosial secara independen berkontribusi terhadap pengembangan dan pemeliharaan hubungan interpersonal di tempat kerja. Hasil ini menggarisbawahi pentingnya membina komunikasi yang efektif dan lingkungan kerja sosial yang mendukung untuk meningkatkan hubungan di tempat kerja, yang sangat penting bagi kesuksesan organisasi dan kesejahteraan karyawan.

INTRODUCTION

In this era of globalization, companies or organizations require qualified human resources. Human resources are the main capital or asset that plays a significant role and possesses a significant effect on the development of an organization. Managing human resources aims to create a productive work environment, motivate employees, improve the quality and productivity of the workforce, and encourage the achievement of organizational goals. Employee performance is a major element of an organization's viability, since it determines success or failure (Hameed, 2011). Likewise for the regional government, employee performance in regional government can directly impact the efficiency, effectiveness, and overall success of operations of government and policy making.

Having skilled and sufficient employees is essential for any organization, including the Regional Revenue Management Bureau (BAPPENDA) of Cimahi City. BAPPENDA, a government agency, relies on qualified human resources to operate effectively, similar to how business administration functions in the private sector. To manage government operations, BAPPENDA prepares a strategic plan, including a five-year regional apparatus planning document. However, despite these efforts, employee performance doesn't always meet expectations, as highlighted by the Head of the Civil Service Subdivision. The 2023 employee performance data reflects this issue.

Table 1. Employee Performance Assessment Results

Employee Performance	Employee Number				Percentage (%)
	Q1	Q2	Q3	Q4	
Excellent	12	13	11	9	18,75%
Good	16	10	15	13	22,5%
Moderate	27	29	25	29	45,83%
Poor	5	8	9	9	12,92%
Very Poor	-	-	-	-	-
Employee Number				60	100%

Source: Archives of Badan Pembangunan Daerah (BAPPENDA) Cimahi City.

Table 1 shows that in 2023, 45.83% of BAPPENDA Cimahi City employees were assessed as having moderate performance, while 22.5% achieved good performance. The dominance of moderate performance suggests that employees are meeting minimum standards but not reaching the desired quality. The Head of the Civil Service Subdivision highlighted the goal for 2023 is for employees to exceed moderate performance, as previous years have shown stagnant growth. Therefore, the high percentage of moderate performance in 2023 is a concern.

Employee performance in Cimahi City Regional Government Agency can be influenced by various factors, including the work environment. According to Sedarmayanti (2017), the physical work environment encompasses all the tangible conditions surrounding the workplace that can influence employees either directly or indirectly. In contrast, the non-physical work environment includes all aspects related to interpersonal work relationships, such as those between superiors and subordinates, as well as among coworkers. The work environment is a crucial factor in enhancing employee performance, as it is directly connected to the work processes performed by employees (Manullang, 2019).

In this study, a pre-survey and observation of active employees in the Cimahi City Local Government Agency on the work environment were conducted, with the results shown in the table below.

Table 2. Pre-Survey on Work Environment

Statement	Answers					Total Score	Average
	5	4	3	2	1		
Physical Environment							
1. The workspace has a sound level that is not noisy or disturbs work	7	10	10	3	0	110	3,6
2. The temperature of the workspace is appropriate to the needs (do not cause fatigue or drowsiness)	3	11	9	7	0	100	3,3
Non-Physical Environment							
1. I have a harmonious and conducive relationship with my coworkers.	5	10	8	5	2	81	2,7
2. The work environment in the workplace encourages high work enthusiasm	3	13	7	4	3	99	3,3
Average Score of Work Environment Pre-Survey							3,2

Source: Preliminary Survey Results, 2024.

Based on table 2, the non-physical work environment shows a low score. Based on table 1, the non-physical work environment shows a low score on the statement "I have a harmonious and conducive relationship with my

coworkers." This indicates that there are problems in interpersonal relationships A non-physical work environment that is considered unfavorable, means a lack of harmonious relationships between employees and their coworkers, employees and leaders and even fellow leaders, which can hinder work productivity which has an impact on performance. For individuals, positive interpersonal relationships can be a determining factor for career success and can facilitate employment opportunities. As obtained from the results of the preliminary study described in table 1, this research aims to explore what factors affect interpersonal relationships, opportunities to improve interpersonal relationships so as to produce a program proposal in improving interpersonal relationships.

From the background explanation, the problem formulated in this study is as follows: What are the factors that influence the interpersonal relationship of Regional Revenue Management Bureau (BAPPENDA) of Cimahi City employees?

1. What are the opportunities to improve interpersonal relationship of Regional Revenue Management Bureau (BAPPENDA) of Cimahi City employees?
2. What are the recommendations for improving the interpersonal relationship Regional Revenue Management Bureau (BAPPENDA) of Cimahi City employees?

LITERATURE REVIEW
Interpersonal Relationship

According to Suranto (2011), interpersonal relationships are a characteristic of social life that requires each individual to establish a relationship with another individual, so that there will be a bond of feelings that are reciprocal in a relationship pattern. Interpersonal relationships in the work environment, it could mean as an association among employees who working together in the same organization. Effective interpersonal relationships foster a positive work environment (Priyal & Kumar, 2013).

High-quality relationships can lead to positive physiological changes that improve stress adaptation and enhance performance. Self confidence has become an internal factor that affects an individual's interpersonal communication skills (Nasir et al., 2009). A low level of self-confidence can lead to a poor or ineffective interpersonal communication, otherwise, if a person's self-confidence is considered at a good level, then his or her interpersonal communication will also be good or effective. Confidence often associated with feeling happy, energized and joyful.

Interpersonal relationships also aim to develop a sense of security and comfort. Happiness is defined as experienced conditions such as serenity and interpersonal connectedness and harmony (Uchida, 2012). Friendship in the workplace serves as an element that helps foster happiness within organizations (Bader et al., 2013). The findings contribute to this research by offering insights into the dynamics of interpersonal relationships within a work environment.

Communication

Communication in interpersonal relationships involves exploring multiple layers of dynamics, communication is vital for developing and maintaining relationships. A good interpersonal communication also an essential part of any organization. Some researchers believe that in order for successful communication done through effective communication. Interpersonal communication is the most common type of communication and its divided into two: direct interpersonal and indirect interpersonal (Pirjol, 2017).

People communicate by verbally and nonverbally to transmit their thoughts and feelings. Assertive communication refer to the ability to state a feeling and thoughts directly in a respectful manner (Pipas, 2010). The benefits of assertive behavior in communication are eliminating fear and anxiety, providing personal supervision in acting and seeing personally how others behave towards others, and increasing self-confidence and respect for others (Garner, 2012).

Listening is closely linked with and often contributes to desired organizational outcomes across various domains. In the context of interpersonal communication, attentive listening creates better rapport between individuals. It helps build empathy, reduce misunderstandings, and increase mutual understanding. In listening empathetically, one must keep in mind the point of view of the communication partner (Martoredjo, 2014).

Social Work Environment

The social environment within an organization includes the interactions among all employees, including their individual characteristics and roles. It is important to investigate both the physical and social aspects of a company's workplace (Sweeney, 2003). Interactions with coworkers, clients, the community and others create a dynamic psychosocial work environment, which affects employees' psychological well-being and productivity. According to Roffey (2016), emphasizing that building positive relationships, utilizing emotional literacy, and adopting a 'win-win' approach to adversity significantly improves the work environment, even with technology involved. Encouraging a sense of inclusion in an organization is challenging. To foster a sense of belonging, it is imperative for others to exhibit certain behaviors (Baumeister, 1995).

Based on the mentioned theories, the initial conceptual model in this study is as follows.
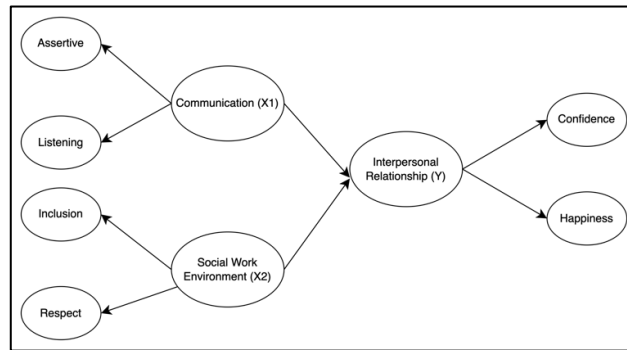

Figure 1. Initial Conceptual Model

Based on the initial conceptual model, the research hypothesis can be described as follows:

H1 : Communication has a significant effect on interpersonal relationships.

H2 : Social work environment has a significant effect on interpersonal relationships.

METHOD

This chapter outlines the research methodology that was utilized to study of interpersonal relationships at the workplace. The objective of this chapter is detail the research design, study population, sample selection and sampling methodology, tools used for data collection, data analysis methods, and presentation approaches. A research strategy is a method used to find, obtain, collect, or record primary and secondary data. This research uses an associative strategy, which, according to Sugiyono (2019), examines the relationship between variables to identify a causal connection. The research design is shown below.
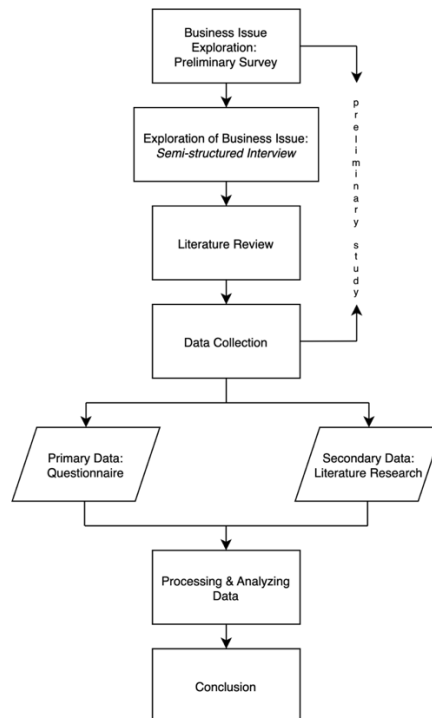
Figure 2. Research Design Method

Population & Sampling

In this study, the population comprised all 60 employees of BAPPENDA Cimahi City. According to Arikunto (2010), if the research population is fewer than 100 individuals, the entire population should be sampled. This approach employs a saturated sampling technique, wherein all members of the population are included in the sample.

The data collection consisted of two types, namely primary data and secondary data. Primary data is obtained through conducting surveys by distributing questionnaires. While secondary data is obtained through literature reviews of accessible previous research, data provided by companies, and other valid information accessed on the internet.

Primary Data

Researchers used a preliminary survey approach to collect primary data. The preliminary survey was conducted on April 23-25, 2024. The findings were collected through a preliminary survey using a preliminary questionnaire to 30 employees at BAPPENDA Cimahi City. These findings were collected through a preliminary survey using a preliminary questionnaire to 30 employees at BAPPENDA Cimahi City. In the meantime, in order to investigate the interpersonal relationship at workplace, the author conducted semi-structured interviews. Semi-structured interview is an exploratory interview (Magaldi & Berler, 2020).

Secondary Data

Secondary data refers to information that researchers collect from sources other than the primary source. This data is often documented and arranged in various forms. According to Sugiyono (2019), secondary data is gathered indirectly by data collectors through intermediaries such as media or other sources.

Data Analysis Method

This quantitative descriptive research uses the rating scale to assess attitudes and beliefs. Different from the Likert scale, which presents concrete statements for agreement or disagreement, the rating scale provides more open-ended statements. The author utilized SPSS as the data analysis tool in this study. SPSS is a statistical analysis program or application used for conducting cross-tabulation tests, assessing the validity, and evaluating the reliability of collected data.

Questionnaire Design

In this research, the questionnaire was designed to measure interpersonal relationships on active employees at BAPPENDA Cimahi City. A questionnaire is a method of data collection where respondents are presented with a set of statements or questions to answer, providing information about their personal experiences or knowledge (Arikunto, 2017).

Table 3. Questionnaire Design

Communications (X_1)			
Dimensions	**Attributes**	**Scale**	**Keyword**
Assertive	Assertive Communication	5	Clear Communication
		4	Tolerance
		3	Assertive
		2	Barriers to Expression
		1	Conflict Avoidance
Listening	Listening in Workplace	5	Active Listening
		4	Talk Analysis
		3	Show Interest
		2	Distracted
		1	Interrupt
Social Work Environment (X_2)			
Dimensions	**Attributes**	**Scale**	**Keyword**
Inclusion	Social Inclusion	5	Full Participation
		4	Promote participation
		3	Inclusive
		2	Less inclusive
		1	Isolation
Respect	Respect in Social Work	5	Work Ethics
		4	Communication Ethics
		3	Appreciation
		2	Uneven Interactions
		1	Disrespect
Interpersonal Relationship (X_2)			
Dimensions	**Attributes**	**Scale**	**Keyword**
Confidence	Confidence in Workplace	5	Taking Initiative
		4	Effective Communication
		3	Confident
		2	Hesitate

		1	Feeling Intimidated
		5	Dedicated
		4	Optimistic
Happiness	Happiness at Work	3	Friendly
		2	Disengagement
		1	Ignorance

Source: Bader et al. (2013), Garner (2012), Nasir et al. (2009), Pirjol (2017), Pipas (2010), Roffey (2016) & Uchida (2012).

Questionnaires were distributed in July 2024 to the entire research sample to collect data. In this research, the questionnaire was designed to measure interpersonal relationships on active employees at BAPPENDA Cimahi City. A questionnaire is a method of data collection where respondents are presented with a set of statements or questions to answer, providing information about their personal experiences or knowledge (Arikunto, 2017). Since the scale in this study in the form of a situation-based statement, then to simplify data processing, keywords are made for each scale and the respondents were asked to fill in the questionnaire based on the circumstances that best described them.

The t-test will be employed to partially test the hypotheses, while the F-test will be used for simultaneous hypothesis testing. Finally, the coefficient of determination will be calculated to identify any additional influences not accounted for in this study (Zikmund, 2010).

RESULTS
Research Implementation
Data was collected in two stages by distributing questionnaires from first July 2024 to third July 2024. The questionnaire was distributed using Google Form to 60 employees at BAPPENDA Cimahi City. The online questionnaire was distributed through 5 employees who were previously interviewed in the preliminary study forwarded the questionnaire link via *WhatsApp*.

Respondents' Profile
Respondents in this study were active employees of the Cimahi City Regional Government Agency. The characteristics of respondents in the study were categorized into a variety of categories, such as characteristics based on gender, age, and education. Based on the results obtained from distributing questionnaires, the following data on the characteristics of respondents were obtained:

Table 4. Respondents' Data

	Respondents' Data	Frequency	Percentage (%)
Gender	Men	40	67%
	Women	20	33%
Age	< 25 Years Old	2	3%
	25 – 30 Years Old	17	28%
	31 – 40 Years Old	28	47%
	41 – 50 Years Old	10	17%
	> 50 Years Old	3	5%
Education	SMA	10	17%
	Diploma (D-III / D-IV)	7	12%
	Undergraduate (S1)	37	61%
	Post-graduate (S2)	6	10%
	Total	**60**	**100%**

Source: Processed Data, 2024.

The table categorizes respondent data by gender, age, and education level. Males dominate with 67% (40 out of 60), while females make up 33% (20 out of 60). The largest age group is 31-40 years, comprising 47% (28 out of 60), while those under 25 are the smallest at 3% (2 out of 60). In terms of education, 61% have a bachelor's degree (37 out of 60), 17% have a high school education (10 out of 60), 12% hold a diploma (7 out of 60), and 10% have a master's degree (6 out of 60).

Descriptive Analysis
The purpose of conducting descriptive analysis on the questionnaire results is to elucidate the extent to which respondents perceive and understand each indicator presented in the questionnaire.

Descriptive Analysis of Communication Variable

Communication in the workplace involves the exchange of information and ideas, both verbally and non-verbally, between individuals or groups within an organization. Table below shows the results of responses from respondents to the indicators of each workplace communication dimension.

Table 5. Frequency of Communication Variable Responses

No	Indicator	Response	Scale	Frequency	Total
		Negative	1	1	1
			2	2	4
1	Assertive Communication		3	9	27
		Positive	4	19	76
			5	29	145
				Total	253
				Final Score	4,22
		Negative	1	3	3
			2	2	4
2	Listening		3	5	15
			4	25	100
		Positive	5	25	125
				Total	247
				Final Score	4,12
			Average Total = (4,22 + 4,12) / 2		4,17

Source: Processed Data, 2024.

Table 5 shows communication indicators categorized into two, which are assertive communication and listening. In the assertive communication indicator, 60 respondents dominantly answered the assertive communication statement on a level 5 scale

Descriptive of Social Work Environment

The social work environment has an important role in the processes carried out by employees or employees at all levels of management. Table 5 shows the results of responses from respondents to the indicators of each social work environment dimension.

Table 6. Frequency of Social Work Environment Variable Responses

No	Indicator	Response	Scale	Frequency	Total
		Negative	1	0	0
			2	0	0
1	Inclusion		3	3	9
		Positive	4	23	92
			5	34	170
				Total	271
				Final Score	4,52
		Negative	1	2	2
			2	4	8
2	Respect		3	6	18
			4	21	84
		Positive	5	27	135
				Total	247
				Final Score	4,12
			Average Total = (4,52 + 4,12) / 2		4,32

Source: Processed Data, 2024.

Table 6 show the social work environment categorized by into two, which are inclusion and respect. In the inclusion indicator, 60 respondents dominantly answered on inclusion statement on a level 5 scale. The second social work environment indicator is respect. Respondents also dominantly chose statements at level 5.

Descriptive Analysis of Interpersonal Relationship

Interpersonal relationships in the workplace encompass the interactions and connections between individuals within an organization. Table 7 shows the results of responses from respondents to the indicator of interpersonal relationship.

Table 7. Frequency of Interpersonal Relationship Variable Responses

No	Indicator	Response	Scale	Frequency	Total
1	Confidence	Negative	1	0	0
			2	1	2
			3	6	18
			4	17	68
		Positive	5	36	180
				Total	268
				Final Score	4,47
2	Happiness	Negative	1	0	0
			2	3	6
			3	7	21
			4	18	72
		Positive	5	32	160
				Total	259
				Final Score	4,32
				Average Total = (4,47 + 4,32) / 2	4,39

Source: Processed Data, 2024.

As can be seen from the table 7, from both the confidence and happiness indicators, respondents' answers for these two indicators mostly chose on fifth scale.

The research data that has been collected from the distribution of questionnaires are tabulated into overall data for further processing using SPSS software. The tests carried out in the study are as follows.

Validity Test

In this study, researchers distributed questionnaires to 60 respondents with 6 tested statements. The results that the researchers obtained were declared valid because $r_{count} > r_{table}$. The following is a table showing the number of r_{count} and r_{table} in this study.

Table 8. Validity Test

Variable	Indicator	r_{count}	r_{table}	Description
Communication	Assertive	0.887	0.2108	Valid
	Listening	0.909	0.2108	Valid
Social Work Environment	Inclusion	0.785	0.2108	Valid
	Respect	0.937	0.2108	Valid
Interpersonal Relationship	Confidence	0.943	0.2108	Valid
	Happiness	0.959	0.2108	Valid

Source: Processed Data, 2024.

Since the correlation coefficient (r-value) for each independent variable exceeds the critical r-value from the table, at a significance level (α) of 5%, it can be concluded that the questionnaire used in the study is valid.

Reliability Test

The reliability test measures the consistency of a questionnaire as an indicator of a variable or construct. A questionnaire is considered reliable if respondents' answer to a statement is consistent or stable over time. A variable is considered reliable if it produces a Cronbach's Alpha value greater than 0.70.

Table 9. Reliability Test

Indicator	Number of Valid Item	Cronbach's Alpha	Description
Communication	2	0.892	Reliable
Social Work Environment	2	0.865	Reliable
Interpersonal Relationship	2	0.917	Reliable

Source: Processed Data, 2024.

Since the overall Cronbach's alpha (α) for each variable is greater than 0.70, the decision is that the existing questionnaire is reliable (consistent).

Normality Test

The Kolmogorov-Smirnov test can be employed to determine normality. According to this test, residuals are considered normally distributed if the significance value greater than 0,05.

Table 10. Normality Test

Normality Test	Significance	Criteria	Description
	0.171	> 0.05	Normal

Source: Processed Data, 2024.

For the data normality test, it is determined by comparing the Asymp.Sig (2-tailed) value in the SPSS statistical application. The results are considered normally distributed if the Asymp.Sig (2-tailed) value in the statistical output is greater than the significance level of 0.05. In this study, the significance value is 0.171, which exceeds the normality test criteria, indicating that the data can be considered normally distributed.

Multiple Regression Analysis

The results of the questionnaire that was distributed to active employees of the Cimahi City Regional Government Agency collected 60 questionnaires that had been filled out by the respondents. The results of the questionnaire were then subjected to simple linear regression testing and the following calculation results were obtained.

Partial Test (T-Test)

Partial Test (*t-test*) used to determine the effect between exogenous variables (X) individually or partially on endogenous variables (Y) by comparing t_{count} with t_{table}. The hypotheses used are:

a. Partial hypothesis between variable X_1 (*communication*) on variable Y (*interpersonal relationship*)

   H_0: Communication has no effect on Interpersonal Relationships.

   H_a : Communication has a positive effect on Interpersonal Relationships.

b. Partial hypothesis between variable X_1 (*social work environment*) on variable Y (*interpersonal relationship*)

   H_0: Social Work Environment has no effect on Interpersonal Relationships.

   H_a : Social Work Environment has a positive effect on Interpersonal Relationships.

Table 11. T-Test

Variable	t_{count}	T_{table}	Sig.	Description
Communication	3.251	2.002	0.002	Communication positive and significant effect on Interpersonal Relationships.
Social Work Environment	4,077	2.002	< 0.001	Social Work Environment positive and significant effect on Interpersonal Relationships.

Source: Processed Data, 2024.

From the table provided, it can be concluded that the partial effect of both communication and the social work environment on interpersonal relationships is positive and influential. Specifically, the social work environment shows a higher t-value of 4.077 compared to communication.

Simultaneous Test (F-Test)

Simultaneous test (*f-test*) is used to determine whether there is an influence of the independent variable (X_1) and the independent variable (X_2) simultaneously has an influence on the dependent variable (Y). Proven by comparing the F_{count} with F_{table} which is contained the analysis of variance (ANNOVA) with a significant level of 5%.

Table 12. F-Test

F-Test	f_{count}	f_{table}	Sig.	Description
	75.737	3.15	<0.001	The simultaneous effect is significant

Source: Processed Data, 2024.

Table 7 displays the results of the F-test in this study, demonstrating that both independent variables collectively influence the dependent variable, specifically the interpersonal relationship variable.

Coefficient of Determination (R-Square)

The coefficient of determination (R^2) used to measure the extent to which the model can explain variations in the dependent variable.

Table 13. Coefficient of Determination

R	R^2	Adjusted R^2	1 - Adjusted R^2
0.852	0.727	0.717	0.283

Source: Processed Data, 2024.

From the table above, it can be seen that the adjusted r-square value in this study amounted to 0.717. This means that the independent variables in this study have a correlation of 71.1% with the dependent variable.

DISCUSSION

In distributing a questionnaire to 60 respondents, a situation was found where the resolution is needed for employees who possess the characteristic of a *'yes men'* and find difficulty in expressing themselves.

To address assertive communication issues:

1. The institution can conduct workshops that focus on developing assertive communication skills. These programs can involve feedback sessions to help employees practice and internalize assertive communication skills. In addition to these workshops, institutions can develop a culture of open communication by promoting psychological safety.

2. Developing a culture of open communication will encourage employees to feel safe to speak up without fear of negative consequences. This can be achieved through regular communication from leaders, emphasizing the importance of open dialogue. Another suggestion to address the issue of 'yes men', institutions can implement diverse team building and team collaboration. Diverse team forms can bring varied perspectives that encourage broader viewpoints.

There is also a situation could be considered as an ethical issue in the workplace, the existence of ethics in communication will create a good and harmonious relationship between individuals, but on the other hand, without any ethics in communication in a relationship, there will be misunderstandings that cause disputes and can divide a relationship. Solutions that can be suggested for institutions is by implementing various strategies including organizational culture and personal work habits. Implementing a focused organizational culture by setting clear expectations, communicating clear expectations about tasks can help focus. Implementing this culture can help employees to work with focus and minimize unnecessary distractions.

Likewise, the social work environment variable requires improvement on optimization of employee activities and discussions. Activities that involve employees in both work activities and discussions are felt to still require optimization. The solution that can be addressed the social inclusion issue is by creating an environment where all employees feel valued, respected, and included, regardless of their background or identity. For example, the application of social inclusion in the workplace is to form a team of diverse individuals in a project as a form of collaboration between employees from various backgrounds.

There is also a certain attitude that needs to be considered in the workplace, which is respect among employees. Respect among employees is considered to be one of the variables examined in this study, respect itself reflects how employees perceive themselves as being viewed by their employing organizations. The suggested solutions to overcome this issue by establish policies and guidelines, educating and increase the awareness of their employees.

The interpersonal relationship variable also has several things that need to be improved. Interpersonal relationships in this study are represented by two indicators, including indicators of self-confidence and happiness at work In this case, the interpersonal relationship that needs to be improved by the institution is the hesitation and passivity of employees in work activities and discussions. Based on the findings of these variables, the solutions that can be suggested for the institution are as follows:

1. Enhancing employee confidence and reducing hesitation requires a comprehensive approach that includes supportive policies and a positive organizational culture. Similar to other variables that need improvement, to increase employee confidence and overcome hesitation, institutions should improve their organizational culture to be more open and make it a culture that promotes diversity and inclusion. When employees feel accepted and valued for who they are, their confidence in expressing themselves will grow. Supportive policies can help address this issue.

2. Addressing employee passivity and lack of enthusiasm requires a multifaceted approach, offering a healthy work environment can ensure employees feel comfortable, safe, and conducive to increased productivity. Meanwhile, creating happiness in the workplace itself can be achieved by implementing a strong rewards program to regularly recognize employees' efforts and achievements. Simple gestures such as thank you notes, congratulations in meetings, or employee of the month awards can be meaningful.

CONCLUSION

In the study, interpersonal relationships between employees became the dependent variable along with the independent variables, namely communication variables and social work environment variables. The communication variable itself has two instruments used in measuring communication in the workplace, including assertive communication and listening. While the social work environment variable is represented by the instruments of inclusion and respect. Both instruments of the independent variables carried out in this study proved to be valid and reliable for use.

Based on the previous chapter, this research provides an improvement program that leads to improvements in improving interpersonal relationships, specifically in improving the social work environment. In this case, the social work environment variable which was represented by the respect indicator had issues with inconsistent ways of treating others and employees who often showed attitudes or actions that did not respect personal space. The suggested solutions to overcome this issue by establish policies and guidelines, educating and increase the awareness of their employees.

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