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ARTICLE

APPLICATION OF HUMAN RELATIONS PRINCIPLES WITHIN THE WORK DYNAMICS OF EMPLOYEES AT BANK MANDIRI TASPEN, UJUNG BERUNG SUB-BRANCH OFFICE

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Abstract

Employee relations are an important aspect of creating a harmonious work environment and supporting organizational activities. Differences in employees' duties, responsibilities, and positions require good interpersonal relationships to ensure that work is carried out effectively. This study aims to describe the application of Human Relations principles in the work dynamics of employees at Bank Mandiri Taspen KCP Ujung Berung. This research uses a qualitative approach with a descriptive method. Data were collected through direct observation from September to October 2026, focusing on interactions among employees, communication between employees and management, and daily work activities. The data were analyzed using Keith Davis's eight Human Relations principles. The findings indicate that the application of Human Relations principles has generally been well implemented. This is reflected in harmonious employee relationships, effective communication, mutual respect, and the performance of duties according to individual responsibilities. Differences in job roles and positions do not hinder the development of positive working relationships. These findings suggest that good interpersonal relationships contribute to a comfortable work environment and support smooth organizational activities.

Keywords: Employee, Human Relations, Organizational Communication, Work Dynamics, Workplace Relations.

A. INTRODUCTION

Work dynamics within an organization are shaped not only by the division of tasks and job structures, but also by the relationships formed among individuals. Differences in employee functions, responsibilities, and positions create interaction patterns that influence the execution of daily work. Under these conditions, communication, coordination, and social relationships become an inseparable part of organizational activities. Therefore, human relations need to be understood as one of the core elements shaping the dynamics of organizational life (Nurhaida & Sugiarto, 2006).

The Human Relations perspective, developed through the ideas of Elton Mayo, places social relationships as an essential aspect of the work environment. Mayo (2004) explains that

worker behavior is influenced not only by job conditions, but also by social relationships and group interactions. This view shows that relationships among employees both with fellow coworkers and with leaders help shape an individual's experience in carrying out their work. The application of these principles can be reflected through open communication, recognition, participation, and cooperation within the organization (Deviyanti & Utami, 2023).

Within the banking environment, work relationship dynamics possess distinct characteristics because operational activities involve various interconnected functions and responsibilities. Employees are required not only to complete tasks according to their assigned duties, but also to build coordination with others. These interactions take place both horizontally among fellow employees and vertically between employees and leaders. Internal communication relationships thus become a vital part of supporting banking organizational activities (Angeline, 2013).

These conditions are relevant to the work activities of employees at Bank Mandiri Taspen, Ujung Berung Sub-Branch Office (Kantor Cabang Pembantu / KCP). Differences in employee functions and responsibilities shape working relationships that operate through communication, coordination, guidance, and cooperation. These dynamics are compelling to examine because the application of Human Relations involves not only formal relationships within the organizational structure, but also how employees build interpersonal relationships in their day-to-day work execution.

Based on this background, this study focuses on the application of Human Relations principles in the work dynamics of employees at Bank Mandiri Taspen KCP Ujung Berung. The specific scope of this study lies in understanding human relations within a banking work environment at the sub-branch level, particularly focusing on peer-to-peer interactions and employee-leader relationships. This research aims to identify and describe the application of Human Relations principles in the work dynamics of employees at Bank Mandiri Taspen KCP Ujung Berung.

B. LITERATURE REVIEW

Human Relations

Human relations is an approach that positions interpersonal relationships as a vital component of organizational life. This concept emerged from the research of Elton Mayo, known as the Hawthorne studies. Mayo (2004) demonstrated that employee behavior and productivity are influenced not only by physical conditions and economic rewards but also by social relationships, group interactions, and the attention an individual receives within the work environment.

This perspective suggests that employees are not merely individuals executing organizational tasks, but human beings with social and emotional needs. Consequently, the relationships formed among employees, as well as those between employees and their superiors, play a crucial role in fostering a work environment that supports the performance of tasks.

Principles of Human Relations

To understand the application of human relations within an organization, this study utilizes eight principles proposed by Davis (1957), which include:

1. Importance of the individual: The recognition of the needs, interests, and unique characteristics of each employee.
2. Mutual acceptance: An attitude of mutual respect and the acceptance of differences among employees.
3. Common interest: The awareness that every individual shares common goals within the organization.
4. Open communication: Transparency in conveying and receiving information related to work.
5. Employee participation: The involvement of employees in the activities and execution of organizational tasks.
6. Local identity: An employee's understanding of their position, role, and responsibilities within the organization.
7. Local decisions: Providing space for employees to be involved in decisions concerning the execution of their work.
8. High moral standards: The application of values such as honesty, responsibility, and ethics within professional relationships.

These eight principles serve as a foundation for examining how interpersonal relationships are formed and applied within organizational activities..

Previous Research

A study by Putri and Kadewandana (2018), titled "Human Relations Principles in the Implementation of Organizational Communication at the Ministry of Communication and Informatics," found that seven of Keith Davis's eight human relations principles were applied within the organization's communication. This research highlights the significance of communication patterns and interpersonal relationships among employees in organizational activities.

In their study, "Analysis of the Application of Human Relations Principles in Organizational Communication at Startups in Indonesia," Deviyanti and Utami (2023) discovered that all eight human relations principles were applied within the organizational communication of Zuzu Hospitality. Meanwhile, Nazila (2024), in a study titled "Analysis of the Application of Human Relations Principles: A Case Study of PT Mumtaz Ceria Edukasi," found that seven of the eight principles were well implemented; however, the principle of "local identity" was not yet optimal, as employees did not fully grasp their respective job roles.

C. RESEARCH METHODOLOGY

This study employs a qualitative approach with a descriptive method. According to Sugiyono (2016), qualitative research is a method used to examine subjects in their natural setting, with the researcher serving as the key instrument. This approach was selected because the study aims to understand and describe the application of human relations principles within the work dynamics of employees, based on the conditions present in the organizational environment.

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The research was conducted at the Bank Mandiri Taspen Ujung Berung sub-branch (KCP) between September and October 2026. Data collection was carried out through direct observation of daily work activities. The observation focused on relationships among employees, communication between employees and management, and the forms of collaboration in the execution of tasks and responsibilities. The observations were facilitated by the researcher's role as a Business Support Admin, which allowed for an understanding of the interactions occurring within the work environment.

The data obtained were analyzed descriptively by categorizing the observations according to Keith Davis's eight principles of human relations. Subsequently, these findings were interpreted by relating them to the concept of human relations and relevant prior research, in order to provide an overview of how these principles are applied within the employees' work dynamics.

D. RESULT AND DISCUSSION

This research was conducted at the Ujung Berung sub-branch (KCP) of Bank Mandiri Taspen from September to October 2026. Data collection was carried out through direct observation of daily work activities, facilitated by the researcher's role as a Business Support Admin. The observation focused on interpersonal relationships among employees, communication between staff and management, and collaboration in the execution of individual tasks and responsibilities.

Based on the observations, working relationships at the Ujung Berung sub-branch of Bank Mandiri Taspen are positive. This is evidenced by open communication, harmonious relations among employees, and effective collaboration in carrying out work tasks. Differences in roles and responsibilities do not hinder interaction; rather, employees maintain contact and coordinate as required by their professional duties. These conditions demonstrate that human relations play a vital role in supporting organizational activities.

Application of Human Relations Principles

- **Importance of the Individual**

Each employee at the Bank Mandiri Taspen Ujung Berung sub-branch office (KCP) has distinct duties and responsibilities tailored to their specific roles. These differences do not hinder the relationships among the staff; in their daily activities, employees interact effectively and treat one another with mutual respect, regardless of their individual responsibilities. This is evident in the harmonious working relationships that persist, irrespective of an individual's position or the nature of their work..

- **Mutual Acceptance**

Relationships among employees are well-established despite differences in positions, duties, and responsibilities. These differences do not act as a barrier to interaction. Employees are able to communicate and relate naturally in their day-to-day activities. This condition fosters a comfortable work atmosphere and reflects an attitude of mutual acceptance within the office environment.

- **Common Interest**

Every employee performs their duties with the aim of supporting the smooth running of office operations. Although they hold different responsibilities, each employee's work remains connected to the overarching interests of the organization. Well-established working relationships help employees carry out their responsibilities in supporting office services and operations.

- **Open Communication**

Communication within Bank Mandiri Taspen KCP Ujung Berung runs smoothly, both among fellow employees and between employees and leaders. Communication takes place not only when work matters arise, but also through everyday interactions in the office environment. Unconstrained communication makes the work atmosphere feel more comfortable and facilitates smooth coordination in executing tasks.

- **Employee Participation**

Office operational activities involve the contribution of every employee in accordance with their duties and responsibilities. Every employee plays a role in supporting smooth workflows, ensuring that office activities do not rely solely on a single individual or division. This involvement becomes an essential part of supporting organizational activities.

- **Local Identity**

Each employee holds their own position and responsibilities within the work environment. This division of tasks shapes an understanding of each employee's role in supporting office activities. Administrative work, as one of the supporting functions, is also interconnected with the activities of other employees. An understanding of each person's respective role helps maintain order in the execution of daily work.

- **Local Decisions**

Coordination between employees and leaders is a routine part of daily work activities. Well-established communication relationships allow employees to convey information regarding task execution to the relevant parties. This coordination helps ensure that work proceeds according to each person's responsibilities and authority, while supporting the decision-making process in office operational activities.

- **High Moral Standard**

Harmonious working relationships are supported by employees' professional attitudes in carrying out their responsibilities. Employees are able to maintain good relationships with one another while continuing to perform their tasks according to their respective duties. Mutual respect and maintaining professional relationships form part of a positive work environment.

Connection Between Observational Findings and Human Relations Theory

The observational findings indicate that harmonious working relationships at the Ujung Berung sub-branch of Bank Mandiri Taspen are fostered through social interaction, communication, and cooperation among employees. These findings align with the ideas of Mayo (2004), who emphasized that social aspects and interpersonal relationships are vital components of organizational life. This implies that the execution of work is influenced not only by the formal division of tasks but also by the quality of the relationships established among individuals within the workplace.

This connection is further illustrated by Keith Davis’s eight principles of human relations. The principles of individual interest, mutual acceptance, and common interest are reflected in

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the respectful relationships among employees. Meanwhile, open communication and employee participation relate to coordination and engagement in the execution of work. Furthermore, local identity, local decision-making, and high moral standards pertain to an understanding of one's role, the scope for involvement, and the ethics applied in carrying out responsibilities. Thus, these eight principles provide a framework for a more comprehensive understanding of working relationships.

E. CONCLUSION

The application of Human Relations principles at the Ujung Berung sub-branch of Bank Mandiri Taspen has, in general, been implemented effectively. This is reflected in the harmonious relationships among employees, strong communication between staff and management, and a culture of mutual respect in the execution of duties and responsibilities. Differences in job titles or functional areas do not hinder the development of positive working relationships. Such conditions demonstrate that Human Relations principles play a significant role in fostering a comfortable work environment and ensuring the smooth operation of organizational activities.

To sustain this environment, all employees are encouraged to continue maintaining open communication, collaboration, and mutual respect in their daily work. This study has limitations, as it relied on direct observation within a single branch office; consequently, the findings may not fully represent the application of Human Relations principles across the broader banking sector. Future research could incorporate interviews with both staff and management, as well as include a more diverse range of research locations, to provide a more comprehensive and in-depth perspective.

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