International Journal of Research Publication and Reviews

Journal homepage: www.ijrpr.com ISSN 2582-7421

The Influence of Human Resource Development, Interpersonal Communication and Work Culture on Employee Performance

[1]Agung Dwi Nugroho and [2]Tri Wahjoedi*

[1,2]Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya, Indonesia

A B S T R A C T

The purpose of this study was to determine and evaluate the relationship between human resource development, interpersonal communication, and work culture on employee performance. The sample used in this study, namely as many as 52 employees of PT MATU Pasuruan in Indonesia, is a saturated sample. Data analysis used the SPSS 23 program, and instrument tests were carried out which included validity and reliability tests, classical assumption tests, and hypothesis testing. According to research findings, work culture, interpersonal communication, and human resource development have a significant impact both partially and simultaneously on employee performance. This study contributes to the scientific discussion of how these variables interact.

Keywords: Employee Performance; Human Resource Development; Interpersonal Communication; Work Culture.

1. Introduction

PT MATU is certainly not the only project that serves the needs of the community engaged in the processing and supply of drinking water. Besides being required to be able to compete with similar companies, they are also required to provide good service to stakeholders. Utilization of various elements of management such as facilities, products, promotions and other elements in management cannot be separated from human resources, because human resources are an important asset for any organizational success where humans are the drivers of existing resources within the organizational framework in activities and routines. The Company's performance will be good and successful if all management elements are aligned and function properly. With this declining performance, companies like PT MATU are also facing problems with human resources which risk making the company unable to continue its operations.

Company performance can be influenced by many factors, including the human resource factor itself which is related to human resource development (Syahruddin et al., 2020), interpersonal communication (Elvie, 2019), (Luky et al., 2021) and work culture (Syahruddin et al., 2020), (Elvie, 2019).

Formulation of the problem:

- Does human resources development partially affect employee performance?
- Does interpersonal communication partial affect employee performance?
- Does work culture partial affect employee performance?
- Do human resource development, interpersonal communication and work culture simultaneously affect employee performance?

2. Literature Review

Employee Performance

(Priansa et al., 2011) defines performance as the outcome attained by an individual in accordance with the prevailing standards, within a specific timeframe, with relation to labor, behavior, and actions. Performance, on the other hand, is defined by (Bangun, 2012) as the outcome of work completed by an individual based on job criteria. Ability factors and motivational factors are the components that impact performance attainment (Mangkunegara, 2011). (Sedarmayanti, 2017) argues that performance appraisal is a systematic description of the strengths/advantages associated with the work of a person/group. It can be concluded that performance appraisal is a company activity in assessing the work of employees within the scope of their responsibilities and becomes a benchmark in making policies for companies and employees.

Performance indicators according to (Suyadi, 2011) include:

- The amount of work results.

- Quality of work.

- Knowledge of an employee about the work that is his responsibility.

- Cooperation.

- Responsibility.

- Work attitude.

- Initiative.

- Technical skills.

Human Resource Development

According to (Bangun, 2012), human resource development is a process to improve the ability of human resources to help achieve organizational goals. According to (Donni, 2014) human resource development can be understood as preparing individual employees to assume different or higher responsibilities within the organization. According to (Bangun, 2012) human resource development indicators

- Knowledge, according to what the company needs for its employees, for example, knowledge of the organization, knowledge of products, knowledge of work procedures, and others.

- Ability, it should be as an employee to meet the qualifications required or required by the company. In terms of ability, companies usually have several criteria that must be met by their employees.

- Skill, is the mastery of a certain field, human resources through talents that are owned from birth which are continuously honed and or through observation of something then studied and carried out routinely.

Interpersonal Communication

Interpersonal communication is described by (Aw, 2011) as the process of transferring information between a person and at least one other person, or typically between two people whose reactions may be readily understood. People's perspectives of communication events change when more participants are involved, making the communication more complex. Interpersonal communication is the foundation of interpersonal relationships. Devito asserts in (Aw, 2011) that an interpersonal communication scale, which comprises the following items, is used to assess interpersonal communication.

- Openness, in essence every human being likes to communicate with other human beings, because of that everyone always tries to get them closer to one another.

- Positive behavior, which in interpersonal communication has at least human resource aspects of differences or elements. For example, interpersonal communication will be successful if a person pays positive attention to themselves, interpersonal communication will be well maintained if a person communicates a positive feeling toward another person, and a feeling positive attitude in general situations is very helpful for effective cooperation.

- Empathy, the capacity to put oneself in another person's shoes or make an effort to experience emotions similarly to those of other people. With this empathy framework, one will be able to put himself in others' shoes and not label their actions or attitudes as right or wrong.

- Supportive conduct, effective interpersonal communication depends on the presence of supportive behavior inside an individual. This implies that a person is not defensive when faced with a challenge. In a hostile environment, it is impossible to be open or empathic.

Work Culture

Work culture, as defined by Mangkunegara in (Hartoko & Fauzun, 2020), is a system of assumptions or a set of beliefs, values, and conventions created within the organization and utilized as a guideline for the behavior of its people to address issues with external adaption and internal integration.

(Nurhadijah, 2017) lists the following as work culture indicators:

- Discipline is the application of conduct that is always based on the standards and guidelines that apply both within and outside of the workplace.

- Openness is the willingness to share accurate information with, and receive it from, other partners for the benefit of the business.

- Mutual regard is a conduct that demonstrates respect for other people's rights, obligations, and responsibilities as fellow coworkers.

- Cooperation is the readiness to offer and accept assistance from partners in achieving organizational goals and objectives.
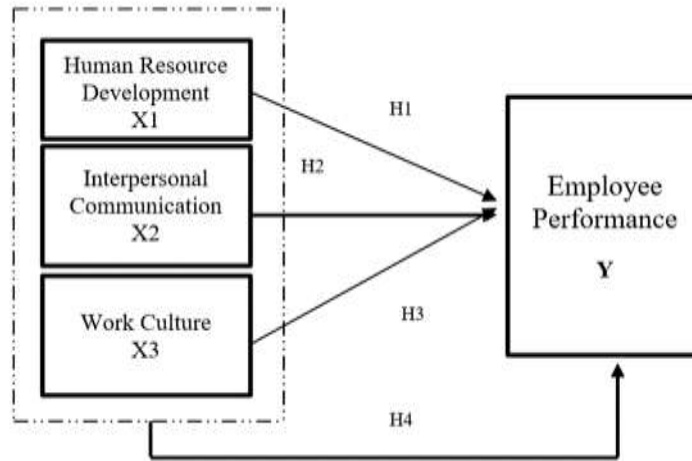
Conceptual framework

Fig. 1 – conceptual framework

Hypothesis:

H1: Human resource development has an effect on employee performance

H2: Interpersonal communication has an effect on employee performance

H3: Work culture has an effect on employee performance

H4: Human resource development, interpersonal communication and work culture have a simultaneous effect on employee performance

3. Methods

Utilizing both primary and secondary data in quantitative research. While secondary data was gathered using other firm data and the literature referenced, primary data was gathered using questionnaires given to respondents. All PT MATU personnel who were present in the office and listed as 52 employees in the organizational structure made up the study's population. 52 employees make up the study's sample, which is a saturated sample. The analysis method employed makes use of the SPSS 23 program and includes the validity test, reliability test, classical assumption test, multiple linear regression analysis, hypothesis testing, and coefficient of determination test.

4. Results and Discussion

4.1. Validity Test

Based on data processing outcomes, the validity test for all indicators are in the following table. The table below uses a test with 52 respondents with an r table value of 0.279.

Table 1 - Result of validity test.

Indicators	X1. r-count	X2. r-count	X3. r-count	X3. r-count	r-table	Remark
1	0.779	0.779	0.655	0.528	0.279	Valid
2	0.829	0.778	0.624	0.733	0.279	Valid
3	0.778	0.658	0.726	0.331	0.279	Valid
4	0.764	0.779	0.777	0.544	0.279	Valid
5	0.788	0.778	0.749	0.675	0.279	Valid
6	0.844	-	0.620	0.617	0.279	Valid
7	0.497	-	-	-	0.279	Valid

The human resource development variable (X1), which has seven statement items that are all valid based on the aforementioned table, can be explained. Each statement item's findings from the tabulation of correlation values have a r-count value larger than a r-table value. The validity test findings show that all of the human resource development statement items are valid and can be utilized as research instruments.

It is clear from the preceding table that all five statement items that make up the interpersonal communication variable (X2) are genuine. Each statement item's findings from the tabulation of correlation values have a r-count value larger than a r-table value. All statement items on the interpersonal communication variable have been found to be valid by the validity test's results, and they can all be utilized as research instruments.

It is clear from the preceding table that all six statement items that make up the Work Culture variable (X3) are valid. Each statement item's findings from the tabulation of correlation values have a r-count value larger than a r-table value. All of the statement items on the Work Culture variable are pronounced valid and can be utilized as research instruments, according to the validity test results.

According to the above table, the employee performance variable (Y), which has six valid statement items, can be explained. Each statement item's findings from the tabulation of correlation values have a r-count value larger than a r-table value. The validity test findings show that every assertion on the employee performance variable is deemed valid and suitable for use as research instruments.

4.2. Reliability Test

The reliability test calculation table below shows the findings for the variables tested for dependability:

Table 2 - Result of reliability test.

Variable	Cronbach's Alpha	Criteria	Remark
Human resource development	0.784	0.60	Reliable
Interpersonal communication	0.793	0.60	Reliable
Work culture	0.774	0.60	Reliable
Employee performance	0.730	0.60	Reliable

It is evident from the statistics above that all research variables are reliable; this means that all variables in this study have reliability and the research can be continued with its analysis. All Cronbach's Alpha value are greater than 0.60.

4.3. Classic Assumption Test

Normality Test

The normality test results are presented in the following table:

Table 3 - Result of normality test.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		52
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.72690961
Most Extreme Differences	Absolute	.090
	Positive	.090
	Negative	-.077
Test Statistic		.090
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.

The value of the Kolmogorov-Smirnov Z (asymp.sig. (2-tailed)) is 0.20, as can be seen from the table above. The data are regularly distributed if alpha = 0.20 > 0.05 is used to describe them.

Heteroscedasticity Test

The heteroscedasticity test results are presented in the following figure:

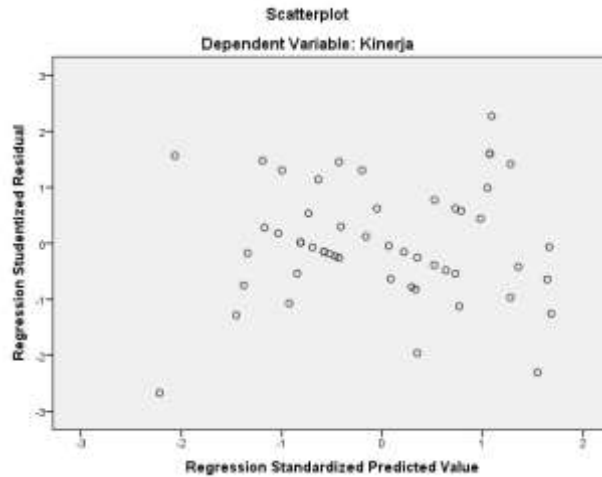Fig. 2 – result of heteroscedasticity   test

The dots in the image above spread out and do not create a pattern, which explains why the classical assumption test with the heteroscedasticity test can be regarded as passing the heteroscedasticity test because there is no heteroscedasticity.

Multicollinearity Test

Table 4 - Result of multicollinearity test.

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)	10.763	3.269		3.292	.002		
Human resource development	-.073	.086	-.100	-.849	.004	.968	1.033
Interpersonal communication	.554	.109	.601	5.082	.000	.970	1.031
Work culture	.048	.098	.058	.491	.003	.978	1.023

a. Dependent Variable: Employee performance

Based on the picture above, it can be explained that the value for the Human Resource Development Variable is a tolerance value of 0.968 > 0.10 and a VIF value of 1.033 <10.00, while for Internal Communication, namely a tolerance value of 0.970 > 0.10 and a VIF value of 1.031 <10.00, and the work culture variable, namely a tolerance value of 0.978 > 0.10 and a VIF value of 1.023 <10.00, it can be said that all the variables in this study have met the criteria and can be continued with hypothesis testing.

4.4. Multiple Linear Regression Analysis

Table 5 - Result of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	10.763	3.269		3.292	.002
	Human resource development	-.073	.086	-.100	.849	.004
	Interpersonal communication	.554	.109	.601	5.082	.000
	Work culture	.048	.098	.058	.491	.003

a. Dependent Variable: Employee performance

According to the analysis of the regression equation model, the outcomes of the multiple linear regression analysis above can be indicated as follows:

$$Y = 10.763 + (-0.073)\,X1 + 0.554\,X2 + 0.048\,X3 \qquad (1)$$

The constant coefficient (a) of (10,763) means that if human resource development (X1), interpersonal communication (X2), work culture (X3) all have a value of 0 units, then employee performance (Y) will increase by (10,763) units.

The regression coefficient (b1) is -0.073 indicating a negative relationship. If human resource development (X1) is increased by 1 unit, employee performance (Y) will increase by -0.073 units assuming the values of interpersonal communication (X2) and work culture (X3) variables are fixed, and vice versa.

The regression coefficient (b2) of 0.554 shows a positive relationship if interpersonal communication (X2) is increased by 1 unit, employee performance (Y) will increase by 0.554 units assuming the value of the variable human resource development (X1) and work culture (X3) is fixed , and vice versa if interpersonal communication (X2) is reduced by 1 unit, employee performance (Y) will decrease by 0.554 units assuming the values of the human resource development variables (X1) and work culture (X3) are constant.

The regression coefficient (b3) of 0.048 indicates a positive relationship. If work culture (X3) is increased by 1 unit, employee performance (Y) will increase by 0.048 units assuming the value of the variable human resource development (X1) and interpersonal communication (X2) is the same, and vice versa if work culture (X3) is decreased by 1 unit then employee performance (Y) will decrease by 0.048 units assuming the values of human resource development variables (X1) and interpersonal communication (X2) are constant.

4.5. Hypothesis Testing

Partial relationship test (t-test)

The results of calculating the regression coefficient using the SPSS version 23 program are as follows:

Table 6 - Result of t-test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.763	3.269		3.292	.002
	Human resource development	-.073	.086	-.100	.849	.004
	Interpersonal communication	.554	.109	.601	5.082	.000
	Work culture	.048	.098	.058	.491	.003

a. Dependent Variable: Employee performance

Effect of Human Resource Development (X1) on Employee Performance (Y)

Based on the aforementioned data analysis, it is known that the influence of the human resource development variable (X1) on employee performance has a significant value of 0.004, which is less than the 5% significance level (0.05). With these findings, it is clear that the employee performance variable (X1) is impacted by the human resource development variable (X1). Regarding the impact of the human resource development strategy on employee performance, it is evident that this strategy significantly and favourably affects employee performance. PT MATU has increased its focus on human resource development aspects related to skill development and recognition of work objects as a result, with the expectation that this will help to improve business performance.

Effect of Interpersonal Communication (X2) on Employee Performance (Y)

According to the data analysis discussed above, the effect of interpersonal communication variable (X2) on employee performance has a significant value of 0.000, which means that the significance value is less than the 5% significance level (0.05). These findings provide an explanation for why the interpersonal communication variable (X2) has a considerable impact on the performance factors of employees. It can be noted that there is good communication between the project leader and his subordinates, as well as with colleagues at one level and with the external, especially the surrounding community, in that communication at PT MATU primarily stresses the quality of the work handled.

Effect of Work Culture (X3) on Employee Performance (Y)

Based on the aforementioned data analysis, it is known that the effect of work culture variable (X3) on employee performance has a significant value of 0.003, which is less than the 5% significance level (0.05). With these findings, it is clear that the work culture variable (X3) significantly affects the performance characteristics of employees. This is because one of the elements that motivates the improvement of business performance, the principle of brotherhood, has a significant impact on cultural aspects that arise.

Simultaneous relationship test (F-test)

The test results using the F-test obtained the following results:

Table 7 - Result of F-test					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	81.907	3	27.302	8.617	.000[b]
Residual	152.093	48	3.169		
Total	234.000	51			

a. Dependent Variable: Employee performance

b. Predictors: (Constant) Human resource development, Interpersonal communication, Work culture

According to the analysis's findings, the F-count number is 8,617, with a significant value of zero. Given that the F-table in question is known to be 2.80, the F-count > F-table is 8.617 > 2.80, with a significance level of 0.000 0.05. The hypothesis is supported by these findings, which demonstrate that interpersonal communication, human resource development, and workplace culture all have a major impact on employee performance.

The company continues to do its best in maintaining human resource development, in this case the management must always be a role model in an effort to support the implementation of human resource management, especially human resource development. Meanwhile, interpersonal communication and work culture can be improved through the implementation of a consistent management control and reporting system as well as a good daily management system by each layer in the organizational structure.

4.6. Determination Coefficient Test

The Determination Test (R^2) obtained the following results:

Table 8 - Result of determination coefficient test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.592[a]	.350	.309	1.780	.350	8.617	3	48	.000

a. Predictors: (Constant). Human resource development, Interpersonal communication, Work culture

b. Dependent Variable: Employee performance

According to the above table, the R square value is 0.350, meaning that the independent variables of human resource development, interpersonal communication, and work culture can explain 35% of the variance in employee performance, with the remaining variance being influenced by factors outside the scope of the study.

Conclusion

The overall results show that the development of human resources, interpersonal communication and work culture have a significant effect both partially and simultaneously on employee performance. Development of human resources, interpersonal communication and work culture, is able to explain the dependent variable, namely employee performance by 35%, while the rest is influenced by other variables outside the research.

This research was only conducted in one industry so that it has not been able to represent many organizations in proving the hypothesis. Respondents were also only selected from one company to test the relationship between variables. However, companies can use the results to improve performance regarding the influence of human resource development, interpersonal communication and work culture on employee performance. This study adds space for discussion related to the variables discussed.

References

Aw, S. (2011). Komunikasi interpersonal. Yogyakarta: Graha Ilmu.

Bangun, W. (2012). Manajemen sumbe daya manusia.

Donni, J. P. (2014). Perencanaan dan Pengembangan sumber daya manusia. Bandung: Alfabeta.

Elvie, M. (2019). The influence of organizational culture, compensation and interpersonal communication in employee performance through work motivation as mediation. International Review of Management and Marketing, 9(5), 133.

Hartoko, G., & Fauzun, D. (2020). Pengaruh Gaya Kepemimpinan Dan Budaya Kerja Terhadap Kinerja Karyawan PT. Posco Ict Indonesia Bagian Central Maintenance Departement Di Cilegon. Jurnal Bina Bangsa Ekonomika, 13(2), 231–237.

Luky, A. Z., Kurniawati, T., & Cerya, E. (2021). The Effect of Interpersonal Communication and Work Motivation on Employee Performance in Padang City Regional Company Offices (PDAM). Seventh Padang International Conference On Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2021), 367–375.

Mangkunegara, A. A. A. P. (2011). Manajemen sumber daya manusia perusahaan.

Nurhadijah. (2017). Studi tentang Budaya Kerja Pegawai Sekolah Menengah Kejuruan Negeri 1 Penajam Paser Utara. Ejournal Administrasi Negara, 5((1):4).

Priansa, D. J., Pd, S., SE, M. M., & Suwatno, D. H. (2011). Manajemen SDM dalam organisasi Publik dan Bisnis. Bandung: Alfabeta.

Sedarmayanti, S. (2017). Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja, dan Produktivitas Kerja. Bandung: Penerbit PT. Refika Aditama.

Suyadi. (2011). Panduan Penelitian Tindakan Kelas Buku Panduan Wajib bagi Para Pendidik. Yogyakarta: DIVA Press.

Syahruddin, S., Hermanto, H., & Wardini, A. K. (2020). The Influence of Communication, Training, and Organizational Culture on Employee Performance. Jurnal Organisasi Dan Manajemen, 16(2), 171–181.