

Human Resource Development Strategy in Improving Employee Performance Through Internal Communication as A Moderating Variable

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ABSTRACT

The study aims to describe the general picture of employee performance, human resource development, and internal communication, test the influence of human resource development on employee performance, and test the influence of human resource development on employee performance through internal communication as a moderating variable at BPPRD Muaro Jambi Regency. The population and sample were 71 employees of BPPRD Muaro Jambi. Data collection was carried out by distributing questionnaires with a Likert scale. Data testing was carried out through outer model and inner model tests using SmartPLS 4.0. The results showed that employee performance (312.6), human resource development (299.6), and internal communication (307.5) at BPPRD Muaro Jambi were in the very high category. Human resource development has a positive and insignificant effect on employee performance and internal communication moderates the influence of human resource development on employee performance negatively and insignificantly. Therefore, it is recommended that BPPRD Muaro Jambi Regency from the aspect of employee performance needs to pay more attention to employee commitment, from the aspect of human resource development, development programs need to be further improved through non-training activities, and from the aspect of internal communication, social interaction needs to be further improved.

Keywords: Employee performance, human resource development, internal communication.

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INTRODUCTION

The Regional Tax and Retribution Management Agency or commonly called BPPRD of Muaro Jambi Regency is a regional work unit under the jurisdiction of the Government. BPPRD is tasked with assisting regional heads in managing regional finances in the form of regional taxes and levies, playing an active role in the utilization of natural resources, and optimizing HR potential. The most important factor in maximizing potential and influencing employee performance is by implementing HR development.

Dimbau, A., Sumbul, S. A. P., & Rumawas, W. (2021), development aims to manage HR potential effectively and efficiently in order to achieve company goals. HR development in addition to helping employees realize changes around them also encourages employees to contribute to providing innovation to the organization in dealing with change (Nurwan, 2020). Employee development efforts need to be started early to prevent a decline in work performance and this needs to be implemented in order to target high-achieving or potential employees to develop knowledge, skills, and expertise according to their abilities (Prayudi, 2017). Wibowo (2021), said that HR development needs to be carried out in a structured and structured manner and with proper management in order to minimize the use of other resources so that available resources become more efficient. Development leads to learning opportunities designed to help develop employees in the organization (Kelana, 2022). Human resource development is expected to optimize the quality of professionalism and employee abilities so that they can carry out the tasks and functions given more effectively to achieve organizational goals (Hasmawati., Hajar, I., & Maharani, S. W., 2021). Lestari, M., Akbar, D. A., & Maulana, C. Z. (2021), improving the quality of human resources in an organization is carried out through education and development. Training aims to maximize employee expertise while carrying out their work specifically, while development is more emphasized on the implementation of work in the future (Towoliu, G. T., Dotulong, L. H. O., & Lumintang, G. G., 2023). The development materials provided must be in accordance with the objectives to be achieved and the procedures used must be in accordance with the expertise of the participating employees (Sianipar, R., Simatupang, P., & Damanik, D., 2022).

Firman's research (2023) shows a positive correlation between HR development and employee performance. Management can carry out work evaluations of employees through continuous HR development, which allows for improvements in employee capabilities and performance. Andayani & Hirawati (2021), said that the investment made by the organization in employee development through education, training, bonuses, and work experience will affect employee work results. This is different from the research conducted by Kasman (2021), where HR development strategies do not correlate positively with employee performance. In line with Rahinnaya & Perdhana (2016), factors that can cause development and training to be hampered are because the organization has not been optimal in observing development and training needs and evaluation of training participants has not been carried out effectively.

BPPRD Muaro Jambi Regency has a vision to realize an orderly, superior, comfortable, peaceful, fair, and prosperous Jambi Province. Human resource development programs and good communication, especially in the organizational environment, will help leaders to realize this vision. Quality human resources are important capital for a company, in addition, development supported by good communication in an organization creates harmonious and balanced working conditions so that employees will work optimally according to what is expected by the organization.

BPPRD Muaro Jambi Regency in implementing employee development, one of which is through a promotion program. The promotion program is intended for employees who have worked for a long time in the office.

The first activity begins with receiving a letter of notification of promotion, the letter is given to civil servant employees symbolized by a capsule symbol which means that the activity has just started. The



second step is to number the incoming letter symbolized by a box symbol which means that the numbering of the incoming letter is in the process of being implemented. The next step is the initialing of the disposition sheet carried out by the Kaban (Head of Agency), symbolized by a rhombus symbol which describes the decision making. The next step is the disposition sheet that has been initialed by the Kaban will be processed by the secretary section and the letter will be returned to the Kaban. The next step, the disposition will be forwarded to the General Sub-Division and Program Preparation Section to be processed, then the process of implementing the recapitulation of the promotion guard book. Notification of filing and completeness of files will be submitted to civil servant employees to then be processed and implemented. The next step is to carry out file inspection to make a decision, if the file preparation is complete, the file is made in triplicate. The next step is the process of implementing the recapitulation of room groups, making a list of nominees and a cover letter by the BKD. The last step is sending and documentation. HR development programs must be supported by effective communication in order to achieve organizational goals by optimizing communication (Martasari, P., Supriyanto, S., & Rahayu, E., 2023). Communication plays a role in aligning goals between the organization and employees and is a medium that supports work effectiveness (Sumarno & Iqbal, 2022). Mubarok & Darmawan (2019), said that organizations with effective communication strategies will be more successful than organizations with poor communication. Zinni., Siregar, D. R., & Simanjuntak, D. C. Y. (2021), internal communication can be viewed from various aspects, namely communication between leaders and employees, fellow employees, and subordinates and superiors. Vertical and horizontal communication are the most important parts for every individual in an organization (Irena & Rusfian, 2019). The information communicated is usually in the form of messages, ideas, or concepts (Hidayat, 2021).

BPPRD Muaro Jambi Regency in achieving its goals requires optimal communication so that the work program can run as expected. The information conveyed usually contains the obligations and responsibilities that must be carried out by employees so that the message can provide a reaction to employees to act in accordance with the message conveyed. The following table shows how BPPRD Muaro Jambi Regency communicates its work program through written communication.

Disposition sheets are one of the written media in conveying information received in the form of incoming and outgoing letters. Disposition sheets are given by the personnel department to the head of the agency to record instructions in accordance with the contents of the letter which will later be distributed to each field or section that is intended according to the contents of the disposition.

Rialmi & Morsen (2020), said that the effectiveness of communication can be measured by seeing how well the human resources in an organization function. Optimizing employee performance is a serious challenge for organizations because the success of an organization in achieving goals and survival depends heavily on how well its employees perform (Wandi, 2022). Employees with good work quality will certainly carry out their work optimally, with a full sense of responsibility, and can work together with other employees and their leaders (Wibowo & Kusmiyanti, 2020). Organizations must strive to create a loyal, innovative, creative, and critical thinking workforce (Ardiansyah, 2016).

Audi & Prihantoro's research (2021) states that internal communication and employee performance have a significant correlation. This influence explains that communication can optimize employee performance. Pangendaheng (2018) found that employee performance will increase through good internal communication, including employee cooperation coordination, sending official memos, and complaints heard by superiors. The results of this study were later rejected by the findings of Aji & Cori's research (2019), internal communication does not have a positive impact on employee performance. Yunianto (2023) said that employees who often ask for directions and talk outside the subject matter result in reduced working time so that work results are not optimal.



The quantity of the performance of BPPRD Muaro Jambi Regency employees basically still needs to be optimized, as evidenced by the number of responsibility cycles produced in the form of work achievements of BPPRD Muaro Jambi employees for three years.

Regional Tax Revenue in 2020 was 106.07%, 113.01% in 2021, and 109.02% for 2022. BPPRD strives to continue optimizing the results of regional original income through taxpayer socialization to the community. In 2020, the regional levies received were 88.94%, while in 2021 regional levies decreased by 57.13%, this occurred because the economic conditions were still in the recovery period due to the impact of Covid-19. BPPRD Muaro Jambi Regency continues to strive to optimize regional retribution revenues carried out through tax extensification and intensification efforts, as evidenced by an increase in regional retribution in 2022 of 80.39%. The results of managing regional assets that have been separated over the past three years have achieved the current organizational target of 100%, which shows that BPPRD's role in optimizing PAD has been successful. In 2020 and 2021, legitimate local revenues exceeded the target by 103.87% and 161.66%, although in 2022 tax revenues decreased, the realization almost reached the target set at 93.94%.

LITERATURE REVIEW, FRAMEWORK AND HYPOTHESIS

Performance Employee

Hasmawati et al. (2021), performance is an achievement or success that employees are able to achieve, either in quantity or quality, based on the tasks received. Performance is the extent to which individuals contribute to achieving specific goals individually or by demonstrating competencies that are relevant to the organization (Munthe & Tiorida, 2017).

HR Development

Andika (2019), HR development is a programmatic and structured effort to improve employee insights, such as ethics, concepts, techniques, and theories to meet organizational needs. Development is a method needed to educate, train, and manage employees in order to realize the maximum target in the form of services, goods, and money (Panjaitan, 2017).

Internal Communication

Hidayat (2021), internal communication is the process of sending information verbally between employees within the company. Communication that occurs in an organization is referred to as internal communication, including communication between employees and leaders, communication between leaders and employees, and communication between employees with equivalent positions (Purnamasari, W., Indrayanti, D, A., & Fitriya, N, L., 2019).

The Effect of Human Resource Development on Employee Performance

Performance can be influenced by human resource development (Dimbau et al., 2021). Companies that want to advance should really monitor employee education and training so that the work results provided by employees to the organization will increase.

The results of previous research from Martasari et al., (2023), stated that human resource development affects employee performance positively and significantly. According to a study by Dunir & Supeno (2023), human resource development does not affect the improvement of employee performance.



The Effect of Human Resource Development on Employee Performance through Internal Communication as a Moderating Variable

Internal communication is a means of perfecting relationships within an organization (Suwanto., Nurjaya., Sunarsi, D., Rozi, A., & Affandi, A., 2021). Effective communication can occur if employees are able to understand the information conveyed (Kottahatuhaha, N, D., Latupapua, C.V., & Risambessy, A., 2023). The work communication process between employees that occurs without any problems will encourage employees to achieve work results according to the organization's expectations. Employee performance within the scope of human resource development is really needed to achieve the success of employees and organizations (Nafiudin, 2020). Effective human resource development will affect the success of employees so that they are able to collaborate with other employees optimally.

METHODS

The type of approach used is quantitative descriptive. KR, M. Y. A. R. A., Tannady, H., Irdiana, S., Leuhery, F., & Burhanuddin (2022), said that quantitative data is a type of research with systematic and detailed specifications from the beginning to the creation of a research model. Three variables that will be studied in this study, namely Employee Performance, Human Resource Development, and Internal Communication. Sugiyono (2019), population is a generalization area formed from subjects or objects with types and specialties that have been determined as research materials and conclusions are drawn. This study involved 86 employees of the Muaro Jambi Regency BPPRD who were the objects of research. Data processing uses the Smart PLS 4.0 software program. The number of samples is calculated using the Slovin formula with a total of 71 employees at the Muaro Jambi BPPRD participating.

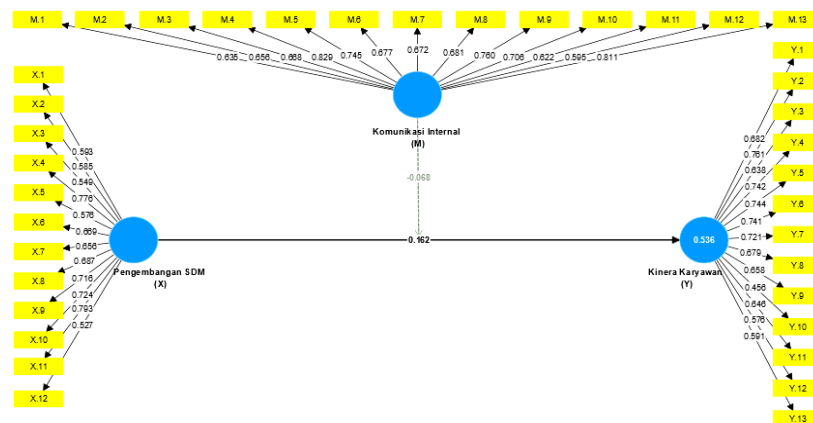
Table 1. Operational Variables

No	Variables	Variables Definition	Dimensions
1	Performance Employee (Y)	Performance is the extent to which individuals contribute to achieving specific goals individually or by demonstrating competencies that are relevant to the organization (Munthe & Tiorida, 2017)	1. Quality 2. Quantity 3. Time Accuracy 4. Eficiency 5. Independence 6. Company Commitment
2	Development HR (X1)	Human resource development is a method needed to educate, train, and manage employees in order to achieve maximum targets in the form of services, goods, or money (Panjaitan, 2017)	1. Educationn and Training 2. Non-Training Activities 3. Promotion 4. Motivation
3	Internal Communication (X2)	Internal communication is a process of conveying information that takes place between superiors and subordinates, between superiors, and between subordinates (Nafiudin, 2020)	1. Mastery 2. Perspective Shift 3. Social Interaction 4. Reaction

RESULTS AND DISCUSSION

Convergent Validity

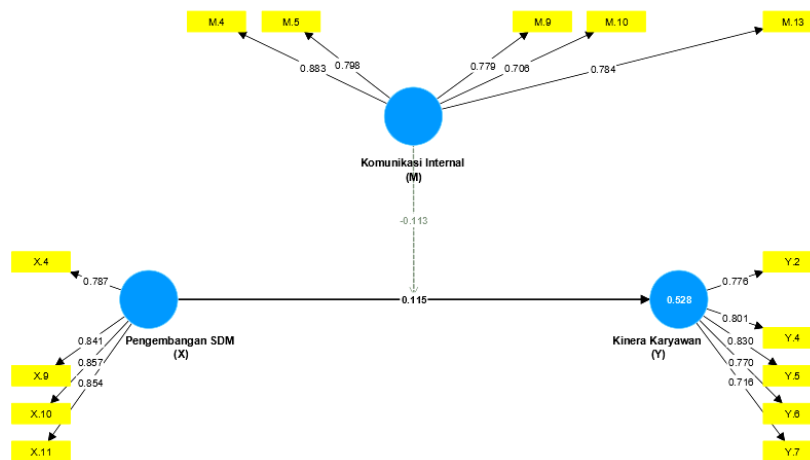
This test is used to determine the validity of the correlation between indicators with constructs or latent variables. If the outer loading value is >0.70 , then the indicator can be said to have met and has a high level of validity.



Source : SmartPLS 4.0 Output

Figure 1. First Test Model

The results of data processing through SmartPLS above can be seen that the indicator on each variable has an outer loading value of >0.7 which means it is valid. The results of the data processing above also have one indicator with an outer loading value <0.7 is the performance of employees of indicators Y1, Y3, Y8, Y9, Y10, Y11, Y12, and Y13. Indicators in human resource development have an outer loading value of <0.7 , namely X1, X2, X3, X5, X6, X7, X8, and X12. Indicators in internal communication also have an outer loading value of <0.7 , namely in M1, M2, M3, M6, M7, M8, M11, and M12. The results show that indicators with an outer loading value of >0.7 have a high level of validation, while if the value of Outer loading <0.7 then the validation level is low which makes the indicator of the variable must be eliminated from the model. The following is the initial calculation AVE value.



Source : SmartPLS 4.0 Output

Figure 2. Second Test Model

Table 2. Second Stage Outer Loading Values

Variable	Indicator	Outer Loading	Description
Employee Performance (Y)	Y2	0,776	Valid
	Y4	0,801	Valid
	Y5	0,830	Valid
	Y6	0,770	Valid
	Y7	0,716	Valid
Human Resource Development (X)	X4	0,787	Valid
	X9	0,841	Valid
	X10	0,857	Valid
	X11	0,854	Valid
Internal Communication (M)	M4	0,883	Valid
	M5	0,798	Valid
	M9	0,779	Valid
	M10	0,706	Valid
	M13	0,784	Valid

Source : Data Processed 2024

Table 3. Second Stage AVE Value

Variable	Value AVE	Description
Employee Performance (Y)	0,608	Valid
HRD (X)	0,698	Valid
Internal Communication (M)	0,627	Valid

Source : SmartPLS 4.0 Output

The table above shows an increase in the outer loading and AVE values of the previous indicator after the indicators Y1, Y3, Y8, Y9, Y10, Y11, Y12, Y13, X1, X2, X3, X5, X6, X7, X8, X12, M1, M2, M3, M6, M7, M8, M11, and M12 were eliminated and then recalculated.

Discriminant Validity

This test serves to confirm each idea of the latent model is different from other variables. Cross loading is one way to see the results of the discriminant validity test. A model with good discriminant validity has a model with an indicator value for each latent variable that is greater than the cross loading value of other variables. So that the cross loading results are obtained as shown below.

Table 4. Cross Loading

Indicator	Employee Performance (Y)	HRD (X)	Internal Communication (M)	Description
Y2	0,776	0,482	0,524	Valid
Y4	0,801	0,323	0,489	Valid
Y5	0,830	0,361	0,580	Valid

Y6	0,770	0,262	0,598	Valid
Y7	0,716	0,382	0,563	Valid
X4	0,388	0,787	0,413	Valid
X9	0,320	0,841	0,432	Valid
X10	0,382	0,857	0,448	Valid
X11	0,443	0,854	0,442	Valid
M4	0,652	0,407	0,883	Valid
M5	0,561	0,251	0,798	Valid
M9	0,507	0,464	0,779	Valid
M10	0,485	0,417	0,706	Valid
M13	0,590	0,528	0,784	Valid

Source : SmartPLS 4.0 Output

Composite Reliability

This test serves to assess respondents' answers to statements given during the study. Composite reliability can be seen from Cronbach's alpha with a range of 0.60 to 0.70 acceptable, and a range of 0.70 to 0.90 is considered good or satisfactory.

Table 5. Cronbach's Alpha

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
HRD (X)	0,856	0,864	0,902
Employee Performance (Y)	0,838	0,838	0,885
Internal Communication (M)	0,850	0,860	0,893

Source: SmartPLS 4.0 Output

R-Square

R-Square analysis is used to determine the effect of independent variables on dependent variables, the coefficient results of R^2 are as shown below.

Table 6. R-Square

Variabel	R-Square
Employee Performance (Y)	0,528

Source : SmartPLS 4.0 Output

Table 7. Effect Size

Variable	Kinerja
HRD	0,020
Internal Communication x HRD	0,023

Source : SmartPLS 4.0 Output

Hypothesis Testing

Hypothesis testing or data analysis confirmation serves to determine the validity of the hypothesis based on population parameters.

Table 8. Hypothesis Testing

Variable/Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Value
Human resource development has a positive and significant effect on employee performance	0,115	0,119	0,097	1.184	0,118
Human resource development has a positive and significant effect on employee performance through internal communication as a moderating variable	-0,113	-0,106	0,074	1.535	0,062

Source: SmartPLS 4.0 Output

CONCLUSION

HR development has a positive and insignificant effect on employee performance, this shows that human resource development provided by the Muaro Jambi Regency BPPRD cannot improve employee work results optimally. HR development negatively and insignificantly affects employee performance through internal communication of the Muaro Jambi Regency BPPRD. This shows that communication that occurs in the Muaro Jambi Regency BPPRD environment cannot strengthen the influence of HR development implemented on employee performance. This study only discusses the variables of employee performance, HR development, and internal communication. For further researchers, the things that have been described in this study are expected to be a source of reference in research, employee performance variables, HR development and internal communication are also expected to be used in subsequent research but with different objects, and can be developed again using different moderating variables.

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