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## Effect of human resource development on employee performance where work environment and work communication as moderating variables

Palupi Martasari<sup>\*)</sup>, Sapto Supriyanto, Enik Rahayu  
Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia, Indonesia

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### ABSTRACT

The purpose of this study is to analyze and explain of human resource development on employee performance where the work environment and work communication as moderating variables (study at the Regional Secretariat of Demak Regency). Research data was obtained through secondary data documentation and questionnaires with sample used in the research was 106 respondents. The results of the study are expected to provide useful information for employees and the Regional Secretariat of Demak Regency. The data obtained were processed using descriptive analysis and quantitative statistical analysis. This study uses moderated regression with the interaction method or often referred to as Moderated Regression Analysis (MRA), but before the test is carried out, the validity and reliability tests are carried out first and hypothesis testing. The results of the analysis show that human resource development has a positive and significant influence on employee performance at the Regional Secretariat of Demak Regency. The work environment and work communication moderated positively and significantly the influence of human resource development on employee performance at the Regional Secretariat of Demak Regency.



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### Corresponding Author:

Palupi Martasari,  
Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia  
Email: [palupimartasari@yahoo.com](mailto:palupimartasari@yahoo.com)

## Introduction

Human resources have a major role in every activity of the organization. Although supported by facilities and infrastructure as well as excess resources, without the support of reliable human resources, the organization's activities will not be completed properly. This shows that Human Resources is the main key that must be considered with all its needs. As the main key, Human Resources will determine the successful implementation of organizational activities (Pramesrianto et al., 2019) In the implementation of public services, Human Resource Development programs will provide benefits to organizations and the state civil apparatus (ASN) themselves in the form of increased performance, productivity, stability and flexibility to adapt to an ever-changing environment. HR development programs must be supported by good work communication in order to achieve organizational goals, namely by having an optimal work dialogue. Another factor that affects employee performance is the work environment, where a good work environment can support smoothness, security, safety, cleanliness, and comfort at work and the existence of adequate facilities so that employees feel safe, calm and happy in carrying out the tasks assigned and be the responsibility.

(Suwatno & Priansa, 2011) argues that human resources always play an active and dominant role in every organization, because human resources are planners, actors and determinants of the realization of organizational goals. Human Resource Development is the process of preparing individuals to assume higher responsibilities related to increasing intellectual abilities to carry out better jobs. Human resource development refers to learning opportunities designed to assist employees related to their development.

Another factor that also affects employee performance is work communication. (Nitisemito, 2000) says that the work environment is everything that is around the workers that can affect him in carrying out the tasks assigned. As a public service organization, the Regional Secretariat is required to be able to provide a good working environment to support the implementation of organizational goals. A good work environment can support smoothness, security, safety, cleanliness, and comfort in work, besides that it must also be supported by adequate facilities in carrying out state duties. In fact, at the Regional Secretariat of Demak Regency, there are still some problems related to the work environment that can hinder the achievement of employee performance which in turn will affect organizational performance.

In order to achieve organizational goals, both employees and leaders cannot be separated from communication that connects the two to be able to carry out their respective duties. (A.A. Anwar Prabu Mangkunegara, 2017) argues that communication is the process of transferring information, ideas, understanding from one person to another that can interpret it according to the intended purpose. Communication is in everyone's interest to socialize with other people. A person will find it difficult to connect with others without communication. It is inconceivable, if in a company carrying out tasks without communication between everyone, this will certainly cause miss communication, so that work cannot run well.

Based on the background of the problem regarding the performance of the state apparatus that has not been optimal and its relationship with human resource development at the Regional Secretariat of Demak Regency with work environment factors and work communication as moderating variables, the authors are also interested in studying more deeply about the influence of HR development on employee performance where the work environment and Work Communication as Moderating Variable.

The general purpose of this study is to explain the effect of HR development on employee performance where the work environment and work communication are the moderating variables of the study at the Regional Secretariat of Demak Regency. While the specific objectives of this research are as follows: 1) Knowing and explaining the influence of HR development on employee performance at the Regional Secretariat of Demak Regency; 2) Knowing and explaining the work environment moderating the influence of HR development variables on employee performance at the Regional Secretariat of Demak Regency; 3) Knowing and explaining work communication moderating the influence of HR development variables on employee performance at the Regional Secretariat of Demak Regency.

### **Employee Performance**

According to (Wibowo, 2016), employee performance is about doing work and the results achieved from the work, about what is done and how to do it. (A.A. Anwar Prabu Mangkunegara, 2017) suggests that employee performance is work performance or actual achievement achieved by a person, namely the quality and quantity of work achieved by an employee in carrying out his duties according to the responsibilities given to him. The same thing was stated by (Sedarmayanti, 2014) employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with his duties in accordance with the responsibilities assigned to him.

Based on Government Regulation of the Republic of Indonesia Number 30 of 2019 PNS Performance is the work achieved by each PNS in the Organization/Unit in accordance with the Employee Performance Target (SKP) and work behavior. The procedure for evaluating employee performance is by assessing two elements, namely SKP and work behavior with the weight of the SKP element being 60% (sixty percent) and work behavior 40% (forty percent).

The dimensions and performance indicators of Civil Servants include: 1) Employee Work Target (SKP) (Quantity, namely the number or number of outputs and/or benefits that must exist in each performance target; Quality, namely the quality of outputs and or the quality of benefits and does not always have to be in the performance targets, adjusted to the types and characteristics of the activities carried out; Time, which is the standard time used to complete activities and does not always have to be in the performance target, adjusted for the type and characteristics of the activities carried out; Costs, namely the funds needed to complete activities and do not always have to be in the performance target, adjusted to the type and characteristics of the activities carried out; 2) Work Behavior: (Service Orientation, is the attitude and work behavior of civil servants in providing the best service to those served, including the community, superiors, co-workers, related work units, and or other agencies; Commitment, is the willingness and ability to harmonize the attitudes and actions of civil

servants to realize organizational goals by prioritizing the interests of the service rather than the interests of oneself, a person and or group; Work initiative, is the willingness and ability to generate new ideas, new ways to improve work, willingness to help colleagues who need help, see problems as opportunities not threats, willingness to work better every day, and full of enthusiasm. passion and enthusiasm; Cooperation, is the willingness and ability of civil servants to cooperate with colleagues, superiors, subordinates in their work units and other agencies in completing a specified task and responsibility, so as to achieve maximum efficiency and effectiveness; Leadership, is the ability and willingness of civil servants to motivate and influence subordinates or other people related to their field of work in order to achieve organizational goals. Leadership that has character as a role model, encouragement, empowering).

### **HR Development**

Human resource development is an effort that indicates a movement towards a better or improved situation for an individual in the organization According to (Notoadmodjo, 2003) development is a process of improving the quality or human ability. Development includes both training to increase general knowledge and understanding of the entire environment within the office/organization.

Development according to (M. S. Hasibuan, 2014) is an attempt to improve the technical, theoretical, conceptual, and moral abilities of employees in accordance with the needs of the job/position through training and education.

(M. Hasibuan, 2016) states that the types of development are grouped into two types, namely: 1) Informal Development. Informal development, namely employees on their own wishes and efforts train and develop themselves by studying literature books that have to do with their work or position. Informal development shows that the employee is eager to advance by improving his work ability. This is beneficial for the company because the employee's work performance is getting bigger, besides the efficiency and productivity are also getting better; 2) Formal Development. Formal development is that employees are assigned by the organization to take part in education or training, both those carried out by the company and those carried out by educational or training institutions. Formal development is carried out by the company because of the demands of current or future work, which are non-career or career advancement of an employee.

### **Work environment**

The work environment is very important to note, the work environment is where employees work daily. Where the work environment is comfortable, conducive it will improve the performance of employees. According to (Prayogi et al., 2015) the work environment is everything that is in the environment that can affect either directly or indirectly a person or group of people in carrying out their activities. This is in line with (Pangarso, 2015) who defines the work environment as everything related to the physical and psychological aspects that will directly or indirectly affect employees. According to (A.A. Anwar Prabu Mangkunegara, 2017) the work environment is the whole of tools and materials encountered, the surrounding environment in which a person works, his work methods and work arrangements both as individuals and groups.

(Sedarmayanti, 2014) states that the work environment is the whole of tools and materials faced by the surrounding environment in which a person works, his work methods, as well as recognition and work both as individuals and as groups. Based on the benefits of the work environment, (Sedarmayanti., 2015) states that broadly speaking, the type of work environment is divided into two factors, namely physical work environment factors and non-physical work environment factors: 1) Physical Work Environment Factors. The physical work environment is everything around the workplace that can affect employees either directly or indirectly; 2) Non-Physical Work Environment Factors. The non-physical work environment is all conditions that occur related to work relationships, both with superiors and fellow co-workers or relationships with subordinates, teamwork, openness and empathy. This non-physical work environment is a work environment that cannot be ignored.

### **Work Communication**

Understanding communication according to (Feriyanto, Andri & Shyta Triana, 2015) is a process of delivering information in the form of messages, ideas, ideas from one party to another. Communication is the main tool to improve relationships within the organization. The absence of communication can lead to misunderstandings and if left unchecked will affect the life of the organization, both superiors and employees within the agency itself. According to (Thoha, 2007), communication is one of the centers of discussion in the science of organizational behavior. For effective communication, the communicator must know which one to target and what response he wants and must be in accordance with what has been planned or intended. This is an effective communication network where the message conveyed by both the communicator and the communicant will be effective.

According to (Romli, 2014) the communication process involves five elements, namely: the person who conveys the message, the message being communicated, the delivery medium, the recipient of the message and

feedback. (A.A. Anwar Prabu Mangkunegara, 2017) suggests that, communication is the process of transferring information, ideas, understanding from one person to another that can interpret it according to the intended purpose. The internal communication within an organization consists of: 1) Vertical Communication Vertical communication consists of upward and downward communication according to the chain of command. In vertical communication, the leader provides instructions, instructions, and information to his subordinates. Both superiors to subordinates and subordinates to their superiors and the communication depends on their respective interests: 2) Horizontal Communication. Horizontal communication consists of sharing information among colleagues in the same work unit. Work units include individuals who are placed at the same level of authority in the organization and have the same supervisor. Flowing messages are directed horizontally. These messages usually relate to tasks or humanitarian goals, such as coordination, problem solving, conflict resolution, and sharing information.

## Method

### Research Type and Design

This research is a type of quantitative research. Quantitative research is research that uses statistical calculations and mathematical numbers to clarify and analyze problems (Arikunto, 2017). The design of this research is shown in the following figure:

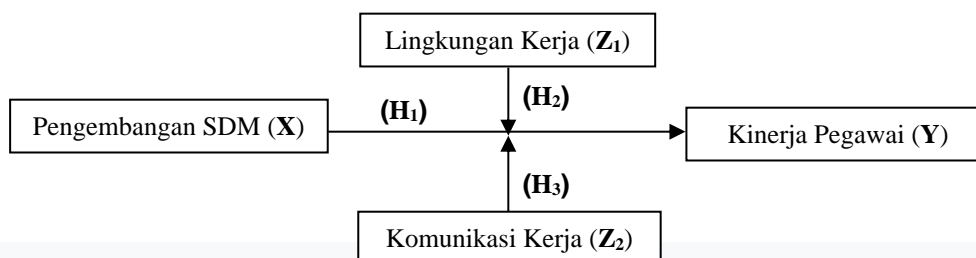


Figure 1. Research type and design

### Research Design

Flow description:

H1= HR Development on Employee Performance

H2= HR development on employee performance is moderated in the work environment

H3= HR development on employee performance is moderated by work communication

### Population

The population in this study were employees of the Demak Regency Regional Secretariat, totaling 106 employees at the Demak Regency Regional Secretariat.

### Instrument Feasibility Test

Validity is the degree of accuracy between the data that occurs in the object of research and the power that can be reported by researchers (Sugiyono, 2012). Validity test is used to measure the validity or validity of the statement which is an indicator on each variable. A valid instrument has a high level of validity. It is said to be valid if it can reveal data from the variables studied appropriately. To test the level of validity of the questionnaire using a significant level ( $\alpha = 5\%$ ). If the value of  $r_{count} > r_{table}$ , or the significance of  $r_{count} < 0.05$ , then the indicator is declared valid.

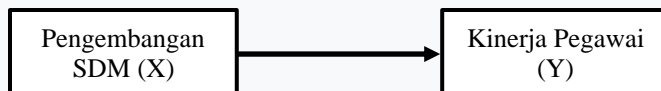
Table 1. Instrument feasibility test

Reliability Statistics	Cronbach's Alpha	N Of Items
HR Development (X1)	0,874	12
Work Environment (Z1)	0,937	22
Work Communication (Z2)	0,930	12
Employee Performance (Y)	0,963	18

Reliability tests on question items and questionnaires were used to measure the reliability or consistency of the research instruments. This reliability test was measured using the Cronbach Alpha coefficient and the results of the calculation using the SPSS for windows 25 statistical program with  $> 0.6$  (Ghozali, 2018).

**Data analysis technique**

The analysis used to test the hypothesis in this study is simple linear regression and moderated regression with the interaction method or often referred to as Moderated Regression Analysis (MRA). In this study, the independent variable used is HR development (X) and the dependent variable is employee performance (Y) with the moderating variable working environment (Z1) and work communication (Z2). The regression equation used in this study, namely:



**Figure 2.** HR Development on Employee Performance

The model used in simple linear regression is (Harlan, 2018):

$$Y = 1 \cdot X$$

Information :

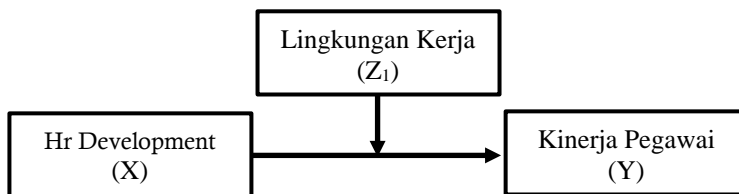
Y : dependent variable of employee performance

1 : regression coefficient

X : HR development independent variable

The Moderated Regression Analysis (MRA) interaction method is a model used by multiplying the moderating variable with the independent variable (Ekananda, 2019). According to (Ghozali, 2013) this method uses an analytical approach that maintains sample integrity and provides a basis for controlling the influence of moderator variables. In this study, there are 2 moderating variables, namely work environment (Z1) and work communication (Z2), which can be explained as follows:

**Human resource development on employee performance with the work environment as a moderating variable.**



**Figure 3.** HR Development on Employee Performance with Work Environment Moderation

The Work Environment can strengthen or weaken the relationship between HR Development and Employee Performance, which can be calculated using the following equation:

$$Y = \beta_2 \cdot X + \beta_3 \cdot Z_1 + \beta_4 \cdot X \cdot Z_1$$

Information :

Y : Employee Performance

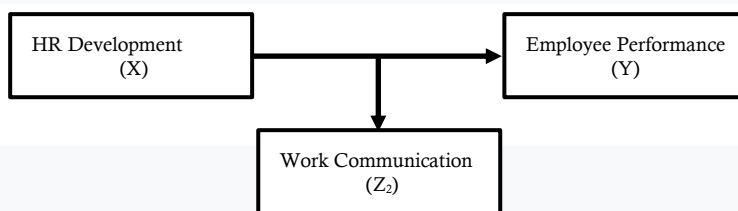
B : regression coefficient

X : HR Development

Z<sub>1</sub> : Work Environment

X.Z<sub>1</sub> : Interaction between HR development and Work Environment

**Human resource development on employee performance with the work environment as a moderating variable**



**Figure 4.** HR Development on Employee Performance with Work Communication Moderation



Work Communication can strengthen or weaken the relationship between HR Development and Employee Performance, it can be calculated using the following equation:

$$Y = \beta_5 \cdot X + \beta_6 \cdot Z_2 + \beta_7 \cdot X \cdot Z_2$$

Information :

Y : Employee Performance

$\beta$  : regression coefficient

X : HR Development

Z<sub>2</sub> : Work Communication

X.Z<sub>2</sub> : Interaction between HR development and Work Communication

(Ghozali, 2013) explains that if the coefficient value of is significant  $< 0.05$ , then the variable is a moderating variable. Meanwhile, to find out whether the moderating variable strengthens or weakens the relationship in the model, it can be done by comparing the value of : 1) If the value of 4 and 7 in the mathematical model is negative, it means that the variable weakens the relationship between X and Y; 2) If the values of 4 and 7 in the mathematical model are positive, then these variables strengthen the relationship between X and Y.

The coefficient of determination test (Adjusted R Square) is used to measure how far the model's ability to explain the variation of the dependent variable is. In general, it is said that the magnitude of the coefficient of determination (adjusted R Square) is  $0 < R^2 < 1$ . A value close to one means that the model used is getting bigger to explain the dependent variable. The coefficient of determination to see how much influence the X variable has on the Y variable.

The Anova test (F-test) is a statistical test that serves to determine whether the independent variable of HR development is the right equation model to measure changes in the dependent variable, namely employee performance. The test uses a comparison between sigcount with a significance level of 0.05.

The t-test was used to determine the significance of each independent variable on the dependent variable. The t-test basically shows how far the influence of one explanatory/independent variable individually in explaining the variation of the dependent variable (Ghozali, 2013). Testing through the t test is carried out using the sig value (probability significance) with a tolerance limit of 5% or 0.05.

## Results and Discussions

In testing the validity of the correlation table with the value of r with a significance level of 5%, the rtable number is 0.195. Based on the results of testing the validity of each research variable, it shows that all indicators have a value of rcount  $>$  rtable, so that all indicators are declared valid and feasible to be used as instruments for the next research.

Testing the reliability of the variables used Cronbach alpha reliability testing, which will show the consistency of respondents in answering all question items. In reliability testing, it can be seen that all variables have a Cronbach Alpha value  $>$  0.60, where the Cronbach Alpha value for X variable is 0.874, Z<sub>1</sub> variable is 0.937, Z<sub>2</sub> variable is 0.930 and Y variable is 0.963 so that it can be said that all measuring concepts are each each variable from the questionnaire is reliable and feasible to use for research.

Regression equation analysis was conducted to determine the direction of the influence of the independent variable on the dependent variable. In this study using a simple regression test and moderating test. Simple regression test was used to determine the effect of the independent variable of HR development on the dependent variable of employee performance. While the moderating test is used to determine whether a moderating variable affects the relationship between the independent variable and the dependent variable. The effect of this moderating variable can strengthen or weaken the relationship between the independent variable and the dependent variable. This can be seen from the significance value, with a degree of confidence of 5% or 0.05. If the significance value is  $<$  0.05, it can be explained that the moderating variable has an effect. This means that the variable moderates the relationship between the independent variable and the dependent variable. Vice versa if the significance level  $>$  0.05 then the variable has no effect or in other words does not moderate the relationship between the independent variable and the dependent variable.

The influence of the moderating variable can also strengthen and weaken the relationship between the independent variable and the dependent variable. This can be seen from the regression coefficient value of HR development interaction moderated by work environment variable ( $\beta_4$ ) and the regression coefficient value of HR development interaction moderated by work communication variable ( $\beta_7$ ). If the value of the interaction

regression coefficients ( $\beta_4$ ) and ( $\beta_7$ ) is positive, then the variable strengthens the relationship between the independent variable and the dependent variable. Vice versa, if the value of the interaction regression coefficients ( $\beta_4$ ) and ( $\beta_7$ ) is negative, it can be interpreted that it weakens the relationship between the independent variable and the dependent variable.

The recapitulation of the results of the regression analysis with the help of the SPSS Version 25.0 For Windows program is as follows:

**Table 2.** Results of Regression Analysis, Determination Test, F Test and t Test

Equation	Adjusted R2	F Uji test		T Test			Description
		F	Sig	$\beta$	T	Sig	
Equation 1 (X against Y) $Y = \beta_1 X$	0,833	524,728	0,000	0,914	22,907	0,000	<b>H<sub>1</sub> received</b>
Equation 2 (Moderation I) $Y = \beta_2 X + \beta_3 Z_1 + \beta_4 X.Z_1$	0,892	289,740	0,000	3,515	3,866	0,000	<b>H<sub>2</sub> received</b>
Equation 3 (Moderation II) $Y = \beta_5 X + \beta_6 Z_2 + \beta_7 X.Z_2$	0,884	268,780	0,000	4,568	4,938	0,000	<b>H<sub>3</sub> received</b>

Source: Primary Data processed in 2022

The hypothesis test in this study uses the t-test, if the significance is  $<0.05$ , the independent variable partially has a positive and significant effect on the dependent variable. Based on data processing, the results obtained in table 4.1 hypothesis testing are carried out as follows:

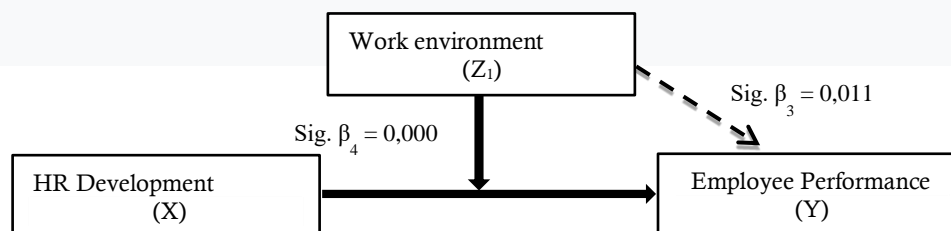
1. The first hypothesis examines the effect of HR development on employee performance, obtained a positive coefficient value of 0.914, tcount value of 22,907 > ttable of 1,983 and a significance value of 0.000  $<0.05$ . This indicates that the first hypothesis is accepted. This means that the development of human resources has a positive and significant influence on the performance of employees at the Regional Secretariat of Demak Regency. The higher the HR development, the higher the employee performance.
2. The second hypothesis examines the work environment moderating the effect of HR development on employee performance. Based on the regression results in table 4.1 showing the effect of HR development on employee performance moderated by the work environment variable, the regression coefficient value of the interaction of HR development moderated by the work environment variable ( $\beta_4$ ) is positive at 3.515, the tcount value is 3.866 > ttable 1.983 and the significance value is 0.000  $<0, 05$ . This indicates that the second hypothesis is accepted. Judging from the regression coefficient value of the interaction of HR development moderated by the work environment variable ( $\beta_4$ ), it is positive, it can be explained that the work environment strengthens the relationship between HR development and employee performance. This means that the work environment moderates the influence of human resource development on employee performance at the Regional Secretariat of Demak Regency positively and significantly.
3. The third hypothesis examines Work Communication to moderate the influence of HR Development on Employee Performance. Based on the regression results in table 4.1 showing the effect of HR development on employee performance moderated by the work communication variable, the regression coefficient value of the interaction of HR development moderated by the work communication variable ( $\beta_7$ ) is positive 4.568, the tcount value is 4.938 > ttable 1.983 and the significance value is 0.000  $<0, 05$ . This indicates that the third hypothesis is accepted. Judging from the regression coefficient value of HR development interaction moderated by the work communication variable ( $\beta_7$ ) is positive, it can be explained that work communication strengthens the relationship of HR development to employee performance. This means that work communication moderates the influence of HR development on employee performance at the Regional Secretariat of Demak Regency positively and significantly.
4. Work environment moderating variables and communication work together can strengthen the influence of HR development on employee performance at the Regional Secretariat of Demak Regency, so that the general

hypothesis which states HR development has a positive and significant influence on employee performance where work environment and work communication as moderating variables received.

**The Influence of HR Development on Employee Performance at the Regional Secretariat of Demak Regency**  
HR development has a positive and significant impact on employee performance. This shows that when HR development is getting better, employee performance will increase, as well as when HR development is not good then employee performance will also decrease. The results of this study support the results of previous research, namely research by (Momanyi., 2016) which prove that HR development has a positive and significant influence on employee performance.

#### **Work Environment Moderates the Effect of HR Development on the performance of the employees of the Demak Regency Regional Secretariat**

The work environment is able to moderate the influence of human resource development on employee performance at the Regional Secretariat of Demak Regency in a positive and significant way. Judging from the regression coefficient value of HR development interaction moderated by the work environment variable ( $\beta_4$ ), which is positive, it can be explained that the work environment can strengthen the influence of HR development on employee performance at the Regional Secretariat of Demak Regency. In addition, it can also be seen from the adjusted R2 value in the first regression of 0.833 or 83.3% and after being moderated by the work environment variable (Z1) in the second regression equation the adjusted R2 value increased to 0.892 or 89.2% (up 5.9 %). By looking at these results, it can be concluded that the existence of the work environment as a moderating variable will be able to strengthen the relationship between HR development and employee performance. Good and adequate working environment conditions (physical and non-physical) can strengthen and improve employee performance so that their performance will be more optimal. The results of this study support the results of previous research, namely the research of (Listianto, Tony dan Setiaji, 2002) which proves that the work environment has a strong and significant positive effect on employee performance.



**Figure 5.** Classification of Work Environment Moderation Variables

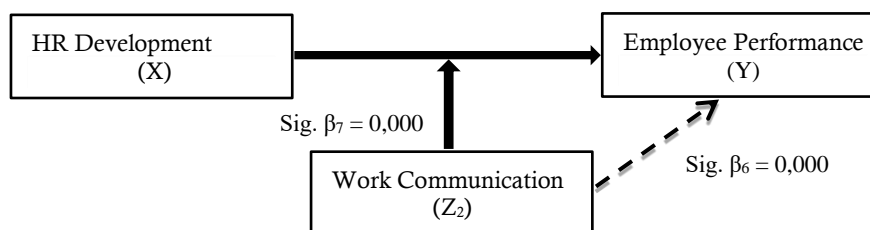
In the moderating regression test I can be seen that the regression coefficient value of the work environment moderating variable ( $\beta_3$ ) has a significance value of 0.011 < 0.05 (significant) and the regression coefficient value of the interaction of HR development moderated by the work environment variable ( $\beta_4$ ) has a significance value of 0.000 < 0.005 (significant) so that it can be said that the working environment moderating variable is a type of pseudo moderation (Quasy Moderator). Pseudo Moderation is a variable that moderates the relationship between the independent variable and the dependent variable which is also the independent variable. This means that the work environment variable moderates the positive and significant relationship between HR development and employee performance at the Regional Secretariat of Demak Regency which is also an independent variable or a variable that influences / causes changes in employee performance factors.

#### **Work Communication Moderates the Effect of HR Development on the performance of the employees of the Demak Regency Regional Secretariat**

Work communication is able to moderate the influence of HR development on employee performance at the Regional Secretariat of Demak Regency positively and significantly. Judging from the regression coefficient value of HR development interaction moderated by the work communication variable ( $\beta_7$ ) which is positive, it can be explained that work communication strengthens the influence of HR development on employee performance at the Regional Secretariat of Demak Regency. In addition, it can also be seen from the adjusted R2 value in the first regression of 0.833 or 83.3% and after being moderated by the work communication variable (Z2) in the third regression equation the adjusted R2 value increased to 0.884 or 88.4% (up 5.1 %). By looking at these results, it can be concluded that effective work communication as a moderating variable will strengthen the relationship between HR development and employee performance. The results of this study support the results of previous studies, namely (UPB, 2017) which prove that work communication has a strong and significant positive effect on employee performance. Through an effective communication system, notification of information becomes timely, improving the performance and execution of each other's tasks. In addition, effective communication can also help employees to submit complaints whenever they feel dissatisfied with the



working conditions they feel and through communication can also increase productivity. Effective communication can improve work coordination and help to achieve optimal productivity in an organization. In addition, communication is also needed to establish and disseminate organizational goals and to provide employees with the necessary information so that they can do their jobs effectively and efficiently.



**Figure 6.** Classification of Work Environment Moderation Variables

In the second moderation regression test, it can be seen that the regression coefficient value of the work communication moderation variable ( $\beta_6$ ) has a significance value of  $0.000 < 0.05$  (significant) and the regression coefficient value of the moderated HR development interaction variable ( $\beta_7$ ) has a significance value of  $0.000 < 0.005$  (significant) so that it can be said that the moderating variable of work communication is a type of pseudo moderation (Quasy Moderator). Pseudo Moderation is a variable that moderates the relationship between the independent variable and the dependent variable which is also the independent variable. This means that the work communication variable moderates the positive and significant relationship between HR development and employee performance at the Regional Secretariat of Demak Regency which is also an independent variable or a variable that affects or causes changes in employee performance factors.

**Human resource development has a positive and significant influence on employee performance where the Work Environment and Work Communication as a moderating variable of the study at the Regional Secretariat of Demak Regency**

Based on the moderated regression test, it can be seen that the regression coefficient value of the interaction of HR development moderated by work communication ( $\beta_7$ ) is greater than the regression coefficient value of the interaction of HR development moderated by the work environment ( $\beta_4$ ), which is  $4,568 > 3.515$ , meaning that the work communication variable has a stronger influence than work environment in influencing employee performance at the Regional Secretariat of Demak Regency. This indicates that the work environment and work communication are very important factors in work. The work environment can affect employees in carrying out their duties or responsibilities. A good work environment will create convenience in carrying out tasks for employees so that it will improve employee performance. In addition, at work, employees will always communicate with each other, both with superiors, subordinates, and with colleagues so that there are no misunderstandings with the information obtained so that work dialogue activities become more optimal. Work environment & collaborative communication can strengthen the relationship between HR development and employee performance. So it can be concluded that HR development has a positive and significant influence on employee performance where the work environment and work communication are the moderating variables of the study at the Regional Secretariat of Demak Regency.

## Conclusions

Human resource development has a positive and significant influence on employee performance where the work environment and work communication are the moderating variables of the study at the Regional Secretariat of Demak Regency. The specific conclusions in this study are as follows: 1) HR development has a positive and significant impact on employee performance at the Regional Secretariat of Demak Regency; 2) Work environment moderates the influence of HR development on employee performance at the Regional Secretariat of Demak Regency positively and significantly; 3) Work communication moderates the influence of HR development on employee performance at the Regional Secretariat of Demak Regency in a positive and significant way. Some suggestions for the Regional Secretariat of Demak Regency as follows: 1) Provide encouragement and motivation to employees at the Regional Secretariat of Demak Regency to always try to improve their quality to be more creative and innovative in order to compete in the era of globalization; 2) Exploring the need for employee HR development more carefully to support the duties of their positions and to realize quality human resources in accordance with the objectives of bureaucratic reform; 3) Provide examples / role models in creating a good non-physical work environment, including maintaining good relationships with co-workers (boss and subordinates), mutual respect, building teamwork, openness and empathy with other employees so that they can support smooth and comfortable work; 4) Maintain good communication with

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subordinates/staff by involving them in internal organizational meetings so that there is no miscommunication so that the work carried out can run according to the

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