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**The Influence of Human Resource Development and Organizational  
Communication on Employee Performance and Job Satisfaction (Study at PDAM  
Tirtanadi Medan Sunggal Branch Office)**

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**ABSTRACT**

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The purpose of this study was to analyze the effect of human resource development and organizational communication on employee performance and job satisfaction at PDAM Tirtanadi Sunggal Branch. This type of research is associative research and applies a quantitative approach method using a questionnaire as a means of collecting data which is analyzed with the help of SPSS version 26 software. The population in this study is the number of employees at PDAM Tirtanadi Sunggal Branch, amounting to 120 people. The sampling technique used the Slovin formula method with a total sample of 92 respondents. The data analysis technique used to answer the research hypothesis is regression analysis technique.

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## I. Introduction

Good work results can be obtained from quality human resources. Every company definitely wants the best work results as a tool to build company strength. What can be done to achieve this goal is to produce quality human resources through strong employee communication, optimal employee performance and good work performance. New workers often have the necessary basic skills and competencies. They are often graduates of the school system and have worked in various organizations or positions. It is very rare to accept new workers who do not have the full capacity to carry out their work. Even experienced personnel must relearn and adapt to the structure of people, rules, and processes.

Quality human resources can be considered a key factor in achieving good company performance and therefore resulting in good performance. The success of a good company is clearly supported by employee performance, but is also influenced by various other variables. Employee performance is often supported by job satisfaction because if they are satisfied with the work they complete, the output will be different from if there is no job happiness. Because most of human time is spent at work, job satisfaction is one of the most important factors influencing life (Riggio, 2016). Work motivation is one aspect of organizational commitment that can have an impact on job satisfaction and performance. In contrast to people who are not motivated and only work to fulfill tasks,

The success of an organization is largely determined by the quality of the people who work in it. Rapid environmental changes require their ability to capture these changing phenomena, analyze their impact on the organization and prepare steps to deal with these conditions. Considering the facts above, the role of human resource management in organizations is not just administrative but is more focused on how to develop the potential of human resources so that they become creative and innovative.

Performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to achieve the goals of the organization in question legally, without breaking the law and in accordance with morals and ethics. Human resource development programs are also important in a company to improve employee performance, because development can improve the self-quality of existing employees. Human resource management is needed to influence the performance of employees in the company, not only operational employees but also includes managerial levels in the company.

Job satisfaction is an expression of a person's feelings or attitude towards their work, towards promotion opportunities, relationships with colleagues, supervision and feelings of satisfaction with the work itself (Titisari, 2014: 18). Job satisfaction reflects traits rather than behavior. According to Handoko (2001: 193), job satisfaction is a pleasant emotional state when employees carry out their respective jobs.

According to the findings of pre-research interviews conducted by the author regarding the research title and topics mentioned, there are several workers who believe that the organizational communication used by the company is not optimal and acceptable. Employee complaints about their work being deemed inappropriate, communication about assigned tasks and labor, and methods for expressing their goals that must be enabled through communication continue to occur within the company. As a result, employee performance is far from expectations. This results in employee performance being less than optimal. Apart from that, the results of other interviews indicate that human resource development such as training is still considered inappropriate and is rarely implemented. In fact, human resources are important, when employees have attended training and have good abilities, their maximum performance will result. PDAM Tirtanadi production activities employees with the necessary skills, talents and abilities must be present to ensure optimal work performance. This requires effective organizational communication, dedication and inspiration from the leadership in their work, as well as good job satisfaction from PDAM Tirtanadi staff. The presence of employees can show the company's effectiveness in developing human resources, providing organizational commitment, employee performance and job satisfaction. and the necessary capabilities must be present to ensure optimal work performance. This requires effective organizational communication, dedication and inspiration from the leadership in their work, as well as good job satisfaction from PDAM Tirtanadi staff. The presence of employees can show the company's effectiveness in developing human resources, providing organizational commitment, employee performance and job satisfaction. and the necessary capabilities must be present to ensure optimal work performance. This requires effective organizational communication, dedication and inspiration from the leadership in their work, as well as good job satisfaction from PDAM Tirtanadi staff. The presence of employees can show the company's effectiveness in developing human resources, providing organizational commitment, employee performance and job satisfaction.

## II. Method

### F Test (Simultaneous Test)

This simultaneous test was carried out to see the level of significance of the independent variable on the dependent variable. In this test, the calculated F value will be compared with the F table value. To find out the F table value, the degrees of freedom (df) are first determined. The criteria for this test are as follows:

1. If the Fcount value > Ftable or the significance value is <0.05, it can be concluded that all the exogenous variables tested are variables that can predict endogenous variables.

- If the  $F_{count}$  value is  $< F_{table}$  or the significance value is  $> 0.05$  then it can be concluded that all the exogenous variables tested are variables that are not appropriate in predicting endogenous variables.

### Coefficient of Determination Test ( $R^2$ )

Coefficient of determination to determine and analyze the ability of the variable regression model of human resource development and organizational communication on employee performance and job satisfaction.

### Hypothesis Test / t Test

Ghozali (2013) This test is used to test the hypothesis partially to show the influence of each independent variable individually on the dependent variable. The following are the criteria for hypothesis testing:

- if the significant value  $< 0.05$  and compare the  $t$  calculated and  $t$  table values, if  $t$  calculated  $> t$  table then the hypothesis is accepted
- if the significant value is  $> 0.05$  and compares the  $t$  count and  $t$  table values, if  $t$  count  $< t$  table then the hypothesis is rejected

## III. Results And Discussion

### Data Validity Test

#### HR Development Variable Validity Test ( $X_1$ )

| Questionnaire Items | Conclusion Criteria |        | Conclusion |
|---------------------|---------------------|--------|------------|
|                     | rcount              | rtable |            |
| HR Development 1    | 0.582               | 0.205  | Valid      |
| HR Development 2    | 0.705               | 0.205  | Valid      |
| HR Development 3    | 0.599               | 0.205  | Valid      |
| HR Development 4    | 0.574               | 0.205  | Valid      |
| HR Development 5    | 0.464               | 0.205  | Valid      |
| HR Development 6    | 0.598               | 0.205  | Valid      |
| HR Development 7    | 0.422               | 0.205  | Valid      |
| HR Development 8    | 0.622               | 0.205  | Valid      |
| HR Development 9    | 0.553               | 0.205  | Valid      |
| HR Development 10   | 0.666               | 0.205  | Valid      |

**Validity Test of Organizational Communication Variables (X2)**

| Questionnaire Items            | Conclusion Criteria |        | Conclusion |
|--------------------------------|---------------------|--------|------------|
|                                | rcount              | rtable |            |
| Organizational communication 1 | 0.815               | 0.205  | Valid      |
| Organizational communication 2 | 0.765               | 0.205  | Valid      |
| Organizational communication 3 | 0.723               | 0.205  | Valid      |
| Organizational communication 4 | 0.708               | 0.205  | Valid      |

**Validity Test of Employee Performance Variables (Y1)**

| Questionnaire Items    | Conclusion Criteria |        | Conclusion |
|------------------------|---------------------|--------|------------|
|                        | rcount              | rtable |            |
| Employee performance 1 | 0.614               | 0.205  | Valid      |
| Employee performance 2 | 0.693               | 0.205  | Valid      |
| Employee performance 3 | 0.637               | 0.205  | Valid      |
| Employee performance 4 | 0.745               | 0.205  | Valid      |
| Employee performance 5 | 0.706               | 0.205  | Valid      |
| Employee performance 6 | 0.466               | 0.205  | Valid      |

**Validity Test of the Job Satisfaction Variable (Y2)**

| Questionnaire Items | Conclusion Criteria |        | Conclusion |
|---------------------|---------------------|--------|------------|
|                     | rcount              | rtable |            |
| Job satisfaction 1  | 0.826               | 0.205  | Valid      |
| Job satisfaction 2  | 0.654               | 0.205  | Valid      |
| Job satisfaction 3  | 0.582               | 0.205  | Valid      |
| Job satisfaction 4  | 0.448               | 0.205  | Valid      |
| Job satisfaction 5  | 0.795               | 0.205  | Valid      |
| Job satisfaction 6  | 0.657               | 0.205  | Valid      |
| Job satisfaction 7  | 0.792               | 0.205  | Valid      |
| Job satisfaction 8  | 0.733               | 0.205  | Valid      |

The table shows that all statement details are valid because  $r_{count} > r_{table}$ . Thus, the questionnaire can be continued at the reliability testing stage.

**Data Reliability Test****Research Instrument Reliability Test**

| Questionnaire Items | Conclusion Criteria | Conclusion |
|---------------------|---------------------|------------|
|---------------------|---------------------|------------|

|                            | <i>Cronbach alphacount</i> | <i>Cronbach alphastandard</i> |          |
|----------------------------|----------------------------|-------------------------------|----------|
| HR Development             | 0.737                      | 0.600                         | Realible |
| ganizational Communication | 0.739                      | 0.600                         | Realible |
| Employee performance       | 0.716                      | 0.600                         | Realible |
| Job satisfaction           | 0.837                      | 0.600                         | Realible |

In reliability testing, the Cronbach's Alpha value must be greater than 0.60, so the research instrument can be said to be reliable. From the table above it can be seen that the Cronbach's Alpha value > 0.60 means that the instrument is reliable.

**Hypothesis testing**

**Regression test analysis of hypothesis 1**

Testregression analysis of hypothesis 1, namely the HR development variable (X1) on employee performance (Y1)

**F Test (Simultaneous Test)**

**Hypothesis 1 F Test Results**

| <i>ANOVAa</i>     |                       |           |                    |          |             |
|-------------------|-----------------------|-----------|--------------------|----------|-------------|
| <i>Model</i>      | <i>Sum of Squares</i> | <i>df</i> | <i>Mean Square</i> | <i>F</i> | <i>Sig.</i> |
| <i>Regression</i> | 282,178               | 1         | 282,178            | 49,493   | ,000b       |
| <i>Residual</i>   | 513,126               | 90        | 5,701              |          |             |
| <i>Total</i>      | 795,304               | 91        |                    |          |             |

a. *Dependent Variable:employee performance*

b. *Predictors: (Constant),development of HR*

From the table it can be seen that the calculated F is 49.493. The calculated F value is greater when compared to the F table of 3.95, this value is obtained from df 90. The significance value is 0.000, meaning it is smaller than 0.05. Based on these results it can be concluded that Hypothesis 1 human resource developmentcan explain employee performance variables.

**Coefficient of Determination Test (R2)**

**Hypothesis 1 Determination Coefficient Test Results**

| <i>Model Summary</i> |          |                 |                          |                                   |
|----------------------|----------|-----------------|--------------------------|-----------------------------------|
| <i>Model</i>         | <i>R</i> | <i>R Square</i> | <i>Adjusted R Square</i> | <i>Std. Error of the Estimate</i> |
| 1                    | ,596a    | ,355            | ,348                     | 2.38776                           |

a. *Predictors: (Constant),HR development*

From the table it can be seen that the results of the coefficient of determination test in the Hypothesis I summary model state that the R Square is 0.355 or 35.5% and the remainder is 64.5%

**t test (partial test)**

**Hypothesis I t test results**

**Coefficientsa**

| <i>Model</i> | <i>Unstandardized Coefficients</i> |                   | <i>Standardized Coefficients</i> | <i>t</i> | <i>Sig.</i> |
|--------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
|              | <i>B</i>                           | <i>Std. Error</i> | <i>Beta</i>                      |          |             |
|              |                                    |                   |                                  |          |             |

|                |        |       |      |       |      |
|----------------|--------|-------|------|-------|------|
| (Constant)     | 12,979 | 1,855 |      | 6,996 | ,000 |
| HR development | ,323   | ,046  | ,596 | 7,035 | ,000 |

a. Dependent Variable: employee performance

The table shows the value of hypothesis 1, t calculated for the human resource development variable is 7.035 with a significant value of 0.000. From these values, it is known that the calculated t value is greater than the t table value of 1.98667, while the significance value of 0.000 is smaller than the value of  $\alpha$  which is 0.05. This means that it can be concluded that human resource development has a positive and significant effect on employee performance.

### Regression test analysis of hypothesis 2

Test regression analysis of hypothesis 2, namely the organizational communication variable (X2) on employee performance (Y1)

#### F Test (Simultaneous Test)

#### Hypothesis 2 F Test Results

##### ANOVA<sup>a</sup>

| Model      | Sum of Squares | df | Mean Square | F       | Sig.  |
|------------|----------------|----|-------------|---------|-------|
| Regression | 445,720        | 1  | 445,720     | 114,750 | ,000b |
| Residual   | 349,585        | 90 | 3,884       |         |       |
| Total      | 795,304        | 91 |             |         |       |

a. Dependent Variable: employee performance

b. Predictors: (Constant), organizational communication

From the table it can be seen that the calculated F is 114.750 F value calculation is greater when compared with the F table of 3.95, this value obtained from df 90. The significance value is 0.000, meaning it is smaller than 0.05. Based on these results, it can be concluded that Hypothesis 2 is organizational communication can explain employee performance variables.

#### Coefficient of Determination Test (R2)

#### Hypothesis 2 Determination Coefficient Test Results

##### Model Summary

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | ,749a | ,560     | ,556              | 1.97086                    |

a. Predictors: (Constant), organizational communication

From the table it can be seen that the results of the coefficient of determination test in the summary model Hypothesis 2 state that the R Square is 0.560 or 56% and the remainder is 44%

#### t test (partial test)

#### Hypothesis 2 t test results

##### Coefficients<sup>a</sup>

| Model | Unstandardized Coefficients |            | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|------------|---------------------------|---|------|
|       | B                           | Std. Error | Beta                      |   |      |
|       |                             |            |                           |   |      |

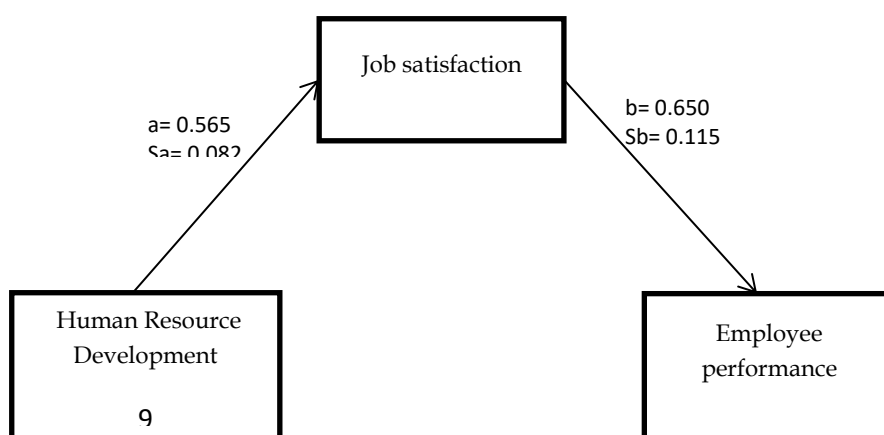
|                              |       |       |      |        |      |
|------------------------------|-------|-------|------|--------|------|
| (Constant)                   | 9,801 | 1,518 |      | 6,456  | ,000 |
| Organizational communication | ,943  | ,088  | ,749 | 10,712 | ,000 |

a. Dependent Variable: employee performance

The table shows the value of hypothesis 2, t calculated for the organizational communication variable is 10.712 with a significant value of 0.000. From these values it is known that the calculated t value is greater than the t table value of 1.98667, while the significance value of 0.000 is smaller than the value of  $\alpha$  which is 0.05. This means that it can be concluded that organizational communication has a positive and significant effect on employee performance.

**Sobel Test**

**Sobel Test Hypothesis 6**



**Picture. Sobel Test Model Hypothesis 6**

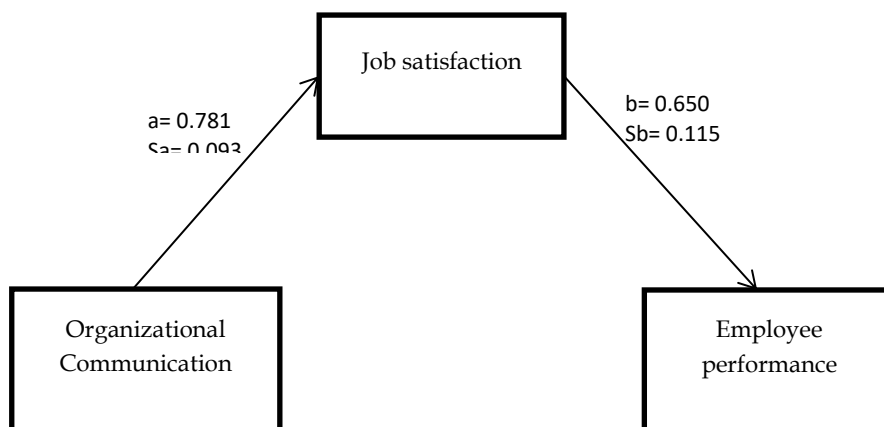
This Sobel test was carried out to test Hypothesis 6 (H6), namely that the influence of Human Resource Development on Employee Performance is influenced by job satisfaction. The results are declared influential if the value (p-value) is smaller than 0.05. It can be seen in the following Sobel test calculator image:

| Input:         |       | Test statistic:          | Std. Error: | p-value:   |
|----------------|-------|--------------------------|-------------|------------|
| a              | 0.565 | Sobel test: 4.36996794   | 0.08403952  | 0.00001243 |
| b              | 0.650 | Aroian test: 4.34271415  | 0.08456693  | 0.00001407 |
| S <sub>a</sub> | 0.082 | Goodman test: 4.39774136 | 0.08350878  | 0.00001094 |
| S <sub>b</sub> | 0.115 | Reset all                | Calculate   |            |

**Image of Sobel Test Results for Hypothesis 6**

The picture shows that in the Sobel Test the probability value (p-value) is 0.000, meaning it is smaller than 0.05 (0.000 < 0.05), so it can be concluded that job satisfaction is able to influence human resource development on employee performance at PDAM Tirtanadi branch Medan Sunggal.

**Sobel Test Hypothesis 7  
Hypothesis 7**



**Image of Sobel Hypothesis Test Model 7**

This Sobel test was carried out to test Hypothesis 7 (H7), namely that the influence of organizational communication on employee performance is influenced by job satisfaction. The results are declared influential if the value (p-value) is smaller than 0.05. It can be seen in the following Sobel test calculator image:

| Input: |       | Test statistic:          | Std. Error: | p-value:   |
|--------|-------|--------------------------|-------------|------------|
| a      | 0.781 | Sobel test: 4.68903236   | 0.10826328  | 0.00000275 |
| b      | 0.650 | Aroian test: 4.66631866  | 0.10879026  | 0.00000307 |
| sa     | 0.093 | Goodman test: 4.71208101 | 0.10773372  | 0.00000245 |
| sb     | 0.115 | Reset all                | Calculate   |            |

**Image of Hypothesis 7 Sobel Test Results**

The picture shows that in the Sobel Test the probability value (p-value) is 0.000, meaning it is smaller than 0.05 (0.000 < 0.05), so it can be concluded that job satisfaction is able to influence organizational communication on employee performance at PDAM Tirtanadi, Medan Sunggal branch.

**The influence of human resource development on employee performance.**

Based on the results of the analysis, the t test shows that the calculated t value of the human resource development variable is 7.035 with a significant value of 0.000. From these values, it is known that the calculated t value is greater than the t table value of 1.98667, while the significance value of 0.000 is smaller than the value of  $\alpha$  which is 0.05. Based on these results, it means that indicators of human resource development influence employee performance at PDAM Tirtanadi Sunggal Branch. This means that employees have values that are in line with the vision and mission at PDAM Tirtanadi Sunggal Branch. Alignment of personal values with organizational values in realizing the organization's vision and mission can improve employee performance in the company. Thus, hypothesis 1 (H1) is accepted.

**The influence of organizational communication on employee performance.**

Based on the results of the analysis, the t test shows that the calculated t value of the organizational communication variable is 10.712 with a significant value of 0.000. From these values, it is known that the calculated t value is greater than the t table value of 1.98667, while the significance value of 0.000 is smaller than the value of  $\alpha$  which is 0.05. Based on these results, it means that indicators of organizational communication have an influence on employee performance at PDAM Tirtanadi Sunggal Branch. This means that employees have values that are in line with the vision and mission at PDAM Tirtanadi Sunggal Branch. Alignment of personal values with organizational values in



realizing the organization's vision and mission can improve employee performance in the company. Thus, hypothesis 2 (H2) is accepted.

#### **The influence of human resource development on job satisfaction.**

Based on the results of the analysis, the t test shows that the calculated t value of the human resource development variable is 6.928 with a significant value of 0.000. From these values, it is known that the calculated t value is greater than the t table value of 1.98667, while the significance value of 0.000 is smaller than the value of  $\alpha$  which is 0.05. Based on these results, it means that indicators of human resource development influence employee performance at PDAM Tirtanadi Sunggal Branch. This means that employees have values that are in line with the vision and mission at PDAM Tirtanadi Sunggal Branch. Alignment of personal values with organizational values in realizing the organization's vision and mission can increase employee job satisfaction in the company. Thus, hypothesis 3 (H3) is accepted.

#### **The influence of organizational communication on job satisfaction.**

Based on the results of the analysis, the t test shows that the calculated t value of the organizational communication variable is 11.710 with a significant value of 0.000. From these values, it is known that the calculated t value is greater than the t table value of 1.98667, while the significance value of 0.000 is smaller than the value of  $\alpha$  which is 0.05. Based on these results, it means that indicators of organizational communication influence employee job satisfaction at PDAM Tirtanadi Sunggal Branch. This means that employees have values that are in line with the vision and mission at PDAM Tirtanadi Sunggal Branch. Alignment of personal values with organizational values in realizing the organization's vision and mission can increase employee job satisfaction in the company. Thus, hypothesis 4 (H4) is accepted.

#### **The influence of employee performance on job satisfaction.**

Based on the results of the analysis, the t test shows that the calculated t value of the employee performance variable is 10.448 with a significant value of 0.000. From these values, it is known that the calculated t value is greater than the t table value of 1.98667, while the significance value of 0.000 is smaller than the value of  $\alpha$  which is 0.05.

Based on these results, it means that indicators of employee performance have an influence on employee job satisfaction at PDAM Tirtanadi Sunggal Branch. This means that employees have values that are in line with the vision and mission at PDAM Tirtanadi Sunggal Branch. Alignment of personal values with organizational values in realizing the organization's vision and mission can increase employee job satisfaction in the company. Thus, hypothesis 5 (H5) is accepted. These results can be concluded that organizational communication has a positive and significant effect on job satisfaction at PDAM Tirtanadi Sunggal Branch.

## **IV. Conclusion**

Human resource development has a positive and significant effect on employee performance at PDAM Tirtanadi Sunggal Branch with a calculated t value of 7.035 with a significant value of 0.000. Organizational communication has a positive and significant effect on employee performance at PDAM Tirtanadi Sunggal Branch with a calculated t value of 10.712 with a significant value of 0.000. Human resource development has a positive and significant effect on job satisfaction at PDAM Tirtanadi Sunggal Branch with a calculated t value of 6.928 with a significant value of 0.000. Organizational communication has a positive and significant effect on job satisfaction at PDAM Tirtanadi Sunggal Branch with a calculated t value of 11.710 with a significant value of 0.000. Employee performance has a positive and significant effect on job satisfaction at PDAM Tirtanadi Sunggal Branch with a calculated t value of 10.448 with a significant value of 0.000. Job satisfaction is able to influence human resource development on employee performance at PDAM Tirtanadi, Medan Sunggal branch. By testing the Sobel Test, the probability value (p-value) is 0.000, meaning it is smaller than 0.05 ( $0.000 < 0.05$ ). Job satisfaction is able to influence organizational communication on employee performance at PDAM Tirtanadi Medan Sunggal branch by testing the Sobel Test, the

probability value (p-value) is 0.000, meaning it is smaller than 0.05 ( $0.000 < 0.05$ ) Job satisfaction is able to influence human resource development on employee performance at PDAM Tirtanadi, Medan Sunggal branch. By testing the Sobel Test, the probability value (p-value) is 0.000, meaning it is smaller than 0.05 ( $0.000 < 0.05$ ). Job satisfaction is able to influence organizational communication on employee performance at PDAM Tirtanadi Medan Sunggal branch by testing the Sobel Test, the probability value (p-value) is 0.000, meaning it is smaller than 0.05 ( $0.000 < 0.05$ ) Job satisfaction is able to influence human resource development on employee performance at PDAM Tirtanadi, Medan Sunggal branch. By testing the Sobel Test, the probability value (p-value) is 0.000, meaning it is smaller than 0.05 ( $0.000 < 0.05$ ). Job satisfaction is able to influence organizational communication on employee performance at PDAM Tirtanadi Medan Sunggal branch by testing the Sobel Test, the probability value (p-value) is 0.000, meaning it is smaller than 0.05 ( $0.000 < 0.05$ )

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