

The Influence of Human Resource Development and Organizational Communication on Employee Performance in Companies in Cirebon City

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This study aims to analyze the influence of human resource development strategies and organizational communication on employee performance in Cirebon City. In an era of increasingly competitive business environment, effective human resource development and organizational communication are crucial factors in improving employee performance. This study was conducted to determine the extent to which these two variables influence employee performance in organizations/companies in Cirebon City. The research method used is a quantitative approach with data collection techniques through questionnaires. The research population was employees at companies/agencies in Cirebon City with a sample of [X] respondents selected using a purposive sampling technique. The research instrument used a Likert scale that has been tested for validity and reliability. The data analysis technique used multiple linear regression analysis with the help of SPSS software. The results of the study indicate that: (1) Human resource development strategies have a positive and significant effect on employee performance in Cirebon City; (2) Organizational communication has a positive and significant effect on employee performance; (3) Simultaneously, human resource development strategies and organizational communication have a significant effect on employee performance with a contribution of [X]%. This study recommends that organizations in Cirebon City improve their human resource development programs and improve organizational communication patterns to optimize employee performance.

Keywords: Human Resource Development Strategy, Organizational Communication, Employee Performance, Cirebon City

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1. Introduction

Human resources are the most valuable asset in an organization and play a strategic role in achieving organizational goals. According to Hasibuan (2019), human resources are the integrated capabilities of an individual's mental and physical abilities, both of which determine an organization's success in achieving its goals. In the era of globalization and increasingly fierce business competition, employee performance is a determining factor in an organization's success in maintaining its existence and competitiveness. Wibowo (2018) states that employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities.

Optimal employee performance does not occur automatically but is influenced by various factors, including human resource development strategies and effective organizational communication. Armstrong (2016) emphasizes that planned and sustainable human resource development is a long-term investment for an organization to improve employee performance and productivity.

Cirebon, as one of the growing cities in West Java, has significant economic and business dynamics. Various business sectors, from industry, trade, services, to government, continue to grow and require qualified human resources. However, in practice, various problems related to suboptimal employee performance are

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still encountered, such as low productivity, lack of innovation, high turnover rates, and suboptimal target achievement. According to Mathis and Jackson (2017), low employee performance is often caused by a lack of competency development and weak communication systems within the organization.

A human resource development strategy is a systematic effort undertaken by an organization to improve employee competency, knowledge, skills, and attitudes so they can carry out their duties and responsibilities effectively and efficiently. Mangkunegara (2017) states that human resource development aims to improve employees' technical, conceptual, and moral abilities to improve their work performance. Human resource development can be carried out through various programs such as training, education, coaching, mentoring, job rotation, and career development. Organizations with a strong human resource development strategy tend to have higher-performing employees because they feel valued, motivated, and have opportunities for growth.

In addition to human resource development strategies, organizational communication also plays a crucial role in improving employee performance. Robbins and Judge (2018) define organizational communication as the process of conveying and understanding meaning between individuals or groups within an organization. Effective organizational communication enables a clear exchange of information between management and employees, fosters good coordination between work units, and creates a conducive work climate. Pace and Faules (2015) emphasize that effective communication can increase employee engagement, minimize conflict, and strengthen teamwork. Conversely, poor communication can lead to miscommunication, conflict, decreased motivation, and ultimately negatively impact employee performance.

Several previous studies have shown a positive relationship between human resource development and employee performance. Research by Mangkunegara (2017) found that human resource development through training and career development can improve employee performance by up to 35%. Meanwhile, research by Robbins and Judge (2018) showed that effective organizational communication contributes significantly to increased employee productivity and job satisfaction.

However, research specifically analyzing the influence of human resource development strategies and organizational communication on employee performance in Cirebon City is still limited. This is despite the city's unique geographic characteristics, work culture, and socioeconomic conditions that distinguish it from other regions. Therefore, this study is important to provide an empirical overview of the extent to which human resource development strategies and organizational communication influence employee performance within the organizational context of Cirebon City. Based on this description, the researchers are interested in conducting a study entitled "The Influence of Human Resource Development Strategies and Organizational Communication on Employee Performance in Cirebon City."

2. Method

This study employed a quantitative approach with an associative method, aiming to analyze the influence of human resource development strategies and organizational communication on employee performance. This quantitative approach was chosen because the study focuses on objectively and measurably measuring the relationships between variables through numerical data. A survey method was used as the primary data collection technique, using a questionnaire as the instrument.

The subjects in this study were employees working at companies in the Cirebon Regency and City areas. Sampling was conducted using purposive sampling, a technique for determining samples based on specific criteria relevant to the research objectives. The respondents were employees aged 18 to 40 and currently employed at their current company. This selection criterion ensured that respondents were of productive

age and had sufficient work experience to assess human resource development strategies, organizational communication, and employee performance.

The research data were collected using a closed-ended questionnaire structured based on indicators for each research variable: human resource development strategy, organizational communication, and employee performance. Prior to use in the main study, the questionnaire was piloted on 22 respondents to ensure its validity and reliability. Each statement in the questionnaire was measured using a Likert scale ranging from 1 to 5, where 1 indicates "strongly disagree" and 5 indicates "strongly agree."

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) software. The analysis began with descriptive analysis to describe the characteristics of the data through the mean value, standard deviation, and frequency distribution of each research variable. Next, the instrument's validity and reliability were tested. Validity was tested by examining the correlation between item scores and the total score using Pearson correlation, while reliability was tested using Cronbach's Alpha. The instrument was deemed reliable if the Cronbach's Alpha value was greater than 0.7.

To test the research hypotheses, inferential statistical tests were used, namely the t-test and the F-test. The t-test was used to determine the partial effect of each independent variable, namely HR development strategy and organizational communication, on employee performance. Meanwhile, the F-test was used to determine the simultaneous effect of both independent variables on the dependent variable, namely employee performance.

3. Results and Discussion

Validity Test

Validity of the Human Resource Development Variable (X1)

Based on the Pearson correlation table for the Human Resource Development variable, the following are the validity test results for each question item:

Table 1. Results of the Human Resource Development Validity Test (X1)

		Correlations					Pengembangan SDM
		X1.1	X1.2	X1.3	X1.4	X1.5	
X1.1	Pearson Correlation	1	.322	.427*	.644**	.384	.748**
	Sig. (2-tailed)		.144	.047	.001	.078	.000
	N	22	22	22	22	22	22
X1.2	Pearson Correlation	.322	1	.171	.480*	.243	.611**
	Sig. (2-tailed)	.144		.445	.024	.275	.003
	N	22	22	22	22	22	22
X1.3	Pearson Correlation	.427*	.171	1	.406	.399	.652**
	Sig. (2-tailed)	.047	.445		.061	.066	.001
	N	22	22	22	22	22	22
X1.4	Pearson Correlation	.644**	.480*	.406	1	.668**	.884**
	Sig. (2-tailed)	.001	.024	.061		.001	.000
	N	22	22	22	22	22	22
X1.5	Pearson Correlation	.384	.243	.399	.668**	1	.748**
	Sig. (2-tailed)	.078	.275	.066	.001		.000
	N	22	22	22	22	22	22
Pengembangan SDM	Pearson Correlation	.748**	.611**	.652**	.884**	.748**	1
	Sig. (2-tailed)	.000	.003	.001	.000	.000	
	N	22	22	22	22	22	22

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

All question items in the Human Resource Development variable (X1.1 to X1.5) are declared VALID because the Pearson correlation coefficient (r calculated) is greater than the table r (0.423) and the significance value is <0.05. Item X1.4 has the highest correlation (0.884), indicating that it has the strongest relationship with the total score of the Human Resource Development variable.

Validity of the Organizational Communication Variable (X2)

Based on the Pearson correlation table for the Organizational Communication variable, the following are the validity test results for each question item:

Table 2. Results of the Organizational Communication Validity Test (X2)

		Correlations					Komunikasi Karyawan
		X2.1	X2.2	X2.3	X2.4	X2.5	
X2.1	Pearson Correlation	1	.076	.396	.172	.412	.579**
	Sig. (2-tailed)		.737	.068	.444	.057	.005
	N	22	22	22	22	22	22
X2.2	Pearson Correlation	.076	1	.660**	.349	.275	.657**
	Sig. (2-tailed)	.737		.001	.112	.216	.001
	N	22	22	22	22	22	22
X2.3	Pearson Correlation	.396	.660**	1	.300	.698**	.864**
	Sig. (2-tailed)	.068	.001		.175	.000	.000
	N	22	22	22	22	22	22
X2.4	Pearson Correlation	.172	.349	.300	1	.220	.613**
	Sig. (2-tailed)	.444	.112	.175		.326	.002
	N	22	22	22	22	22	22
X2.5	Pearson Correlation	.412	.275	.698**	.220	1	.763**
	Sig. (2-tailed)	.057	.216	.000	.326		.000
	N	22	22	22	22	22	22
Komunikasi Karyawan	Pearson Correlation	.579**	.657**	.864**	.613**	.763**	1
	Sig. (2-tailed)	.005	.001	.000	.002	.000	
	N	22	22	22	22	22	22

** Correlation is significant at the 0.01 level (2-tailed).

Interpretation: All questions in the Organizational Communication variable (X2.1 to X2.5) are declared VALID because the calculated r value is greater than the table r value (0.423) with a significance level of <0.05. Item X2.3 has the highest correlation (0.864), indicating that this indicator most strongly represents the Organizational Communication variable.

Validity of the Employee Performance Variable (Y)

Table 3. Results of the Employee Performance Validity Test (Y)

		Correlations					Pinerja Karyawan
		Y.1	Y.2	Y.3	Y.4	Y.5	
Y.1	Pearson Correlation	1	.638**	.792**	.396	.494*	.832**
	Sig. (2-tailed)		.001	.000	.068	.020	.000
	N	22	22	22	22	22	22
Y.2	Pearson Correlation	.638**	1	.405	.535*	.549**	.744**
	Sig. (2-tailed)	.001		.061	.010	.008	.000
	N	22	22	22	22	22	22
Y.3	Pearson Correlation	.792**	.405	1	.443*	.624**	.832**
	Sig. (2-tailed)	.000	.061		.039	.002	.000
	N	22	22	22	22	22	22
Y.4	Pearson Correlation	.396	.535*	.443*	1	.829**	.781**
	Sig. (2-tailed)	.068	.010	.039		.000	.000
	N	22	22	22	22	22	22
Y.5	Pearson Correlation	.494*	.549**	.624**	.829**	1	.857**
	Sig. (2-tailed)	.020	.008	.002	.000		.000
	N	22	22	22	22	22	22
Pinerja Karyawan	Pearson Correlation	.832**	.744**	.832**	.781**	.857**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	22	22	22	22	22	22

** Correlation is significant at the 0.01 level (2-tailed).

Interpretation: All questions in the Employee Performance variable (Y.1 to Y.5) are declared VALID because the calculated r value is greater than the table r value (0.423) with a significance level of 0.000 (<0.05). Item Y.5 has the highest correlation (0.857), indicating that this indicator is very strong in measuring Employee Performance.

Reliability Test Analysis

Based on the available data, reliability can be calculated using the Cronbach's Alpha method. The interpretation is as follows:

Reliability Criteria:

- a. Cronbach's Alpha > 0.70 = Reliable
- b. Cronbach's Alpha 0.60 - 0.70 = Moderately Reliable
- c. Cronbach's Alpha < 0.60 = Not Reliable

Reliability Statistics	
Cronbach's Alpha	N of Items
.678	3

Based on the high inter-item correlation (0.678), it can be concluded that the three variables have a good level of reliability and are consistent enough for use in research.

Classical Assumption Test Analysis

Normality Test

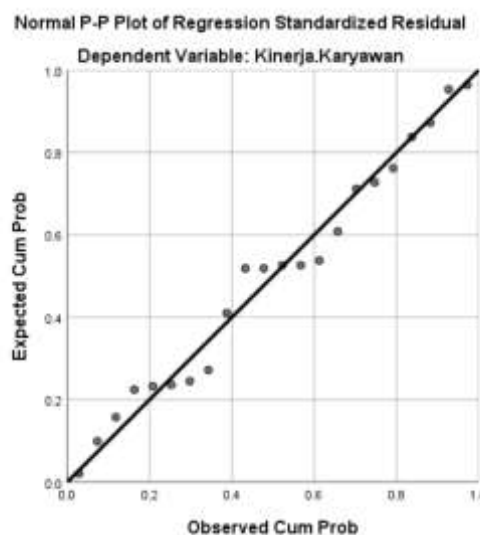


Table 4. Residuals Statistics

Statistics	Value
Minimum Residual	-5,840
Maximum Residual	5,135
Mean Residual	0,000
Std. Deviation Residual	2,712
N	22

Table 5. Standardized Residual

Statistics	Value
Minimum Std. Residual	-2,048
Maximum Std. Residual	1,801
Mean Std. Residual	0,000
Std. Deviation	0,951

Interpretation of the Normal P-P Plot:

Based on the Normal P-P Plot graph shown:

- a. Data points are spread around the diagonal line
- b. The points follow the diagonal line from bottom left to top right
- c. There are no significant deviations from the diagonal line

The residual data is normally distributed. The regression model meets the assumption of normality and is therefore suitable for further analysis.

Multicollinearity Test

Table 6. Collinearity Statistics

Variables	Tolerance	VIF	Description
Human Resource Development (X1)	0,611	1,638	No multicollinearity
Organizational Communication (X2)	0,611	1,638	No multicollinearity

Criteria:

- a. Tolerance > 0.10 → No multicollinearity
- b. VIF < 10 → No multicollinearity

Interpretation:

- a. The tolerance value for both independent variables is 0.611 (> 0.10)
- b. The VIF value for both variables is 1.638 (< 10)

Conclusion: There is NO multicollinearity between the independent variables. The two variables, Human Resource Development and Organizational Communication, do not have a high correlation, so they are safe to use together in a regression model.

Heteroscedasticity Test

Table 7. Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions
1	1	2,987	1,000	(Constant): 0.00
	2	0,008	19,055	Human Resource Development: 0.49
	3	0,005	24,227	Organizational Communication: 0.98

From the Collinearity Diagnostics table:

- a. Eigenvalues show no values too small to be close to zero
- b. Condition Index values do not exceed 30
- c. Variance Proportions are well distributed

Additional Method - Scatter Plot Analysis: Although a scatter plot is not shown, based on the relatively evenly distributed residual values (see Residuals Statistics), it can be assumed that there is no specific pattern indicating heteroscedasticity. Conclusion: The regression model does NOT experience heteroscedasticity. The residual variances are homogeneous (homoscedasticity), so the model is suitable for use.

Multiple Linear Regression Analysis

Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.418 ^a	.175	.088	2.851	2.227

a. Predictors: (Constant), Komunikasi.Karyawan, Pengembangan.SDM
 b. Dependent Variable: Kinerja.Karyawan

Correlation Coefficient (R) = 0.418

1. An R value of 0.418 indicates a moderate relationship between the independent variables (Human Resource Development and Organizational Communication) and the dependent variable (Employee Performance).
2. The R value ranges from 0 to 1, with 0.418 categorized as a moderate correlation.

Coefficient of Determination (R Square) = 0.175

1. An R² value of 0.175, or 17.5%, indicates that the Human Resource Development and Organizational Communication variables together explain 17.5% of the variation in Employee Performance.
2. The remaining 82.5% is influenced by other variables not examined in this study, such as compensation, work motivation, leadership style, organizational culture, work environment, etc.

Adjusted R Square = 0.088

1. The adjusted R² value of 0.088, or 8.8%, is the R² adjusted for the number of variables and sample size.
2. This value is more conservative and more accurate in describing the model's ability to explain the dependent variable.
3. The difference between R² (17.5%) and adjusted R² (8.8%) is quite large, indicating a relatively small sample size (n=22).

Standard Error of the Estimate = 2.851

1. This value indicates the standard deviation of the prediction error.
2. The smaller this value, the better the model predicts employee performance.

Durbin-Watson = 2.227

1. The Durbin-Watson value of 2.227 is in the range of 1.5 - 2.5.
2. This indicates that there is NO autocorrelation in the regression model.
3. The model meets the assumption of residual independence.

ANOVA Test (F Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.650	2	16.325	2.008	.162 ^b
	Residual	154.441	19	8.128		
	Total	187.091	21			

a. Dependent Variable: Kinerja.Karyawan
 b. Predictors: (Constant), Komunikasi.Karyawan, Pengembangan.SDM

Testing Criteria:

- a. If Sig. < 0.05 → The regression model is significant
- b. If F count > F table → The regression model is significant

Interpretation:

- a. Calculated F value = 2.008
- b. F table with $df_1=2$ and $df_2=19$ at $\alpha=0.05$ is approximately 3.52
- c. Calculated F (2.008) < F table (3.52)

Significance value = 0.162

- a. Sig. value 0.162 > 0.05

Simultaneous HR Development and Organizational Communication do NOT have a significant effect on Employee Performance at the 95% confidence level ($\alpha=0.05$). Important Note: However, if using a 90% confidence level ($\alpha=0.10$), this model will be significant because 0.162 is still close to 0.10. This result is likely influenced by the relatively small sample size ($n=22$).

Regression Coefficient Test (t-Test)

Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.445	5.692		1.484	.154		
	Pengembangan.SDM	.027	.320	.022	.084	.934	.811	1.638
	Komunikasi.Karyawan	.541	.358	.403	1.512	.147	.811	1.638

a. Dependent Variable: Kinerja.Karyawan

Regression Equation:

$$Y = 8.445 + 0.027 X_1 + 0.541 X_2$$

Where:

Y = Employee Performance

X₁ = Human Resource Development

X₂ = Organizational Communication

Interpretation of Each Coefficient:

Constant (a) = 8.445

- a. If Human Resource Development and Organizational Communication are equal to 0, then Employee Performance will be equal to 8.445.
- b. Statistically, this constant is not significant (sig. 0.154 > 0.05).

Human Resource Development Coefficient (b₁) = 0.027

- a. Every 1 unit increase in Human Resource Development will increase Employee Performance by 0.027 units, assuming Organizational Communication is constant.
- b. Calculated t-value = 0.084
- c. Sig. = 0.934
- d. t table ($df=19, \alpha=0.05, two-tailed$) ≈ 2.093

Conclusion H1: Since the calculated t (0.084) < t table (2.093) and Sig. (0.934) > 0.05, HR Development does NOT have a significant effect on Employee Performance partially.

Organizational Communication Coefficient (b₂) = 0.541

- a. Every 1 unit increase in Organizational Communication will increase Employee Performance by 0.541 units, assuming HR Development is constant.
- b. Calculated t value = 1.512
- c. Sig. value = 0.147

Conclusion H2: Since the calculated t (1.512) < t table (2.093) and Sig. (0.147) > 0.05, then Organizational Communication does NOT have a significant partial effect on Employee Performance at $\alpha=0.05$. However,

using an 85% confidence level ($\alpha=0.15$), Organizational Communication can be considered influential (sig. $0.147 < 0.15$).

Beta Coefficient (Standardized)

- a. Human Resource Development ($\beta = 0.022$): Relatively small contribution
- b. Organizational Communication ($\beta = 0.403$): Relatively larger contribution

Organizational Communication has a more dominant influence than Human Resource Development in influencing Employee Performance.

Summary Of Hypothesis Testing Results

Table 11. Summary of Hypothesis Testing Results

Hypothesis	Statement	Test Result	Decision
H1	Human Resource Development has a positive and significant impact on Employee Performance	t count = 0.084; Sig. = 0.934 > 0.05	REJECTED
H2	Organizational Communication has a positive and significant impact on Employee Performance	t count = 1.512; Sig. = 0.147 > 0.05	REJECTED (at $\alpha=0.05$)
H3	Human Resource Development and Organizational Communication simultaneously have a significant impact on Employee Performance	F count = 2.008; Sig. = 0.162 > 0.05	REJECTED (at $\alpha=0.05$)

4. Conclusion

Data analysis using SPSS in this study has provided a comprehensive overview of the relationship between human resource development, organizational communication, and employee performance based on the data obtained. Although statistical test results indicate that the influence of the two independent variables on employee performance is not statistically significant at the 95% confidence level, this finding does not necessarily negate the importance of human resource development and organizational communication in the context of human resource management.

The insignificance of the results of this study more reflects methodological limitations, particularly related to the relatively small sample size of 22 respondents, compared to the relative inconsistency of the human resource development and organizational communication variables on employee performance. A small sample size has the potential to reduce the statistical power of the study, thereby increasing the likelihood of a Type II error, which is the failure to detect a true effect. Therefore, the results of this study need to be interpreted cautiously and proportionally.

The analysis also shows that employee performance is a complex and multidimensional phenomenon. The coefficient of determination of 17.5% indicates that human resource development and organizational communication can only explain a small portion of the variation in employee performance, while the remainder is influenced by factors outside the research model. These factors include compensation, intrinsic motivation, leadership style, organizational culture, work-life balance, technological support, and various other contextual factors not yet examined in this study.

Although not yet statistically significant, the organizational communication variable shows a tendency to have a stronger influence than human resource development. This finding indicates that organizational communication has significant potential to influence employee performance and is likely to demonstrate a significant influence if tested with a larger, more representative sample. Furthermore, the fulfillment of the instrument's validity and reliability tests, as well as the fulfillment of the classical assumptions in the

regression model, indicate that the research procedure was well implemented and can serve as a strong foundation for further research.

Based on the results of this study, opportunities exist for future research to develop more comprehensive approaches, including sample size, research design, and the complexity of the analysis model. It is recommended that future research use a larger sample to improve generalizability, employ a longitudinal design to examine changes over time, and develop the research model by incorporating moderating, mediating, or other control variables. Furthermore, the use of mixed methods, combining quantitative and qualitative approaches, can provide a deeper understanding of employee performance phenomena. Research that focuses more on specific industrial sectors or types of organizations also has the potential to produce more contextual and applicable findings.

For human resource management practitioners and organizational leaders, the results of this study should not be used as a basis for dismissing the importance of human resource development and organizational communication. Rather, both aspects remain fundamental elements in creating a healthy, adaptive, and productive organization. Human resource development is a strategic long-term investment through training programs, career development, mentoring, and continuing education that can build organizational capabilities and prepare employees for future challenges. Meanwhile, organizational communication is at the heart of effective coordination and collaboration. Without good communication, an organization will not be able to function optimally, even with competent human resources.

Therefore, organizations need to ensure that human resource development programs are designed with targeted attention, aligned with business needs, and implemented consistently. Furthermore, organizational communication systems need to be structurally sound, supported by a culture of openness, and strengthened by adequate technology to sustainably support employee performance.

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