

# **The Influence of Human Resource Development, Work Culture, And Motivation on Employee Performance of The Secretariat General of DPR RI Through Job Satisfaction**

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## **ABSTRACT**

This study aims to examine the effect of human resource development (HRD), work culture, and motivation on employee performance at the Secretariat General (Setjen) of the DPR RI, with job satisfaction as an intervening variable. The methodology used in this research is quantitative, involving 95 respondents consisting of all State Civil Apparatus (ASN) functional officials under the guidance of the Secretariat General of the DPR RI in 2022. This research applies a saturated sample technique, where the entire population is used as a sample. For data analysis, the Structural Equation Modeling (SEM) method was used. The results showed that HR development had no effect on employee performance, and no effect on job satisfaction. On the other hand, work culture also has no direct effect on performance, but has a positive and significant effect on job satisfaction. Motivation is proven to have a positive and significant impact on employee performance, although it has no effect on job satisfaction. In addition, job satisfaction is shown to have a positive and significant influence on performance. An important finding of this study is that HR development does not affect employee performance, even with job satisfaction as a mediator. In contrast, work culture shows a positive and significant influence on employee performance when job satisfaction is used as a mediator, while motivation does not show the same effect.

**Keywords:** HR development, work culture, motivation, employee performance, and job satisfaction

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## **INTRODUCTION**

Human Resource Management (HRM) plays a crucial role in maintaining the continuity of an agency. In the management of an agency, HR management needs to be directed at creating a model that is able to optimize all HR potential, so that they can make a significant contribution to the progress of their respective agencies (Pranata, 2018).

One form of accountability of the DPR RI Secretariat General in carrying out its duties and functions is through the Performance Report. This report serves as a tool to account for the performance that has been achieved, in line with the vision, mission, objectives, and performance targets set out in the Performance Agreement. In addition, this report also plays an important role in conveying the performance achievements of the DPR RI Secretariat General to the public and stakeholders (Novita, Hasan, & Dewi, 2023).

In terms of the satisfaction index of Members of the House of Representatives with administrative and trial support, for three consecutive years, the results showed satisfactory figures and exceeded the target. However, there is a phenomenon of increased human resource development in 2019 and 2020 that has not reached the expected target. In addition, the achievement of the Performance Accountability Evaluation is in category B, with a score between 65 and 75. This shows that, although the results obtained are good, there is still a need to make further improvements (Dipang, 2013).

To strengthen this study, the researcher conducted interviews with the Head of the Apparatus Human Resources Bureau and the Functional Officer of the Junior Expert Personnel Analyst, to examine the phenomenon of human resources in the Secretariat General of the DPR RI (Lathifah & Kurniawati, 2021). Based on the results of the interviews, several variables were found that affect employee performance at the Secretariat General of the DPR RI. These variables are relevant to previous research, including Leadership Style, HR Development, Work Culture, Organizational Commitment, Competence, Motivation, Work Allowance, Work Discipline, Workload, and Job Satisfaction (Panjaitan, 2017).

To explore this, researchers conducted a pre-survey of 22 ASNs who have worked for more than two years at the Secretariat General of the DPR RI using a random method (Adha, Qomariah, & Hafidzi, 2019). The survey results showed that there are three factors that are still low in implementation, which affect employee performance, namely HR Development, Work Culture, and Motivation. Meanwhile, Job Satisfaction was recorded as the highest scoring factor in the pre-survey related to variables affecting employee performance at the Secretariat General of the DPR RI (Siagian, 2017).

Based on the considerations that have been conveyed, this study aims to examine the effect of human resource development, work culture, and motivation on performance, with job satisfaction as an intervening variable (Kurniawan, 2012). Thus, the formulation of this research problem is as follows:

1. How does human resource development affect employee performance?
2. To what extent does human resource development affect employee job satisfaction?
3. What is the effect of work culture on employee performance?
4. How does work culture affect employee job satisfaction?
5. Does motivation have an impact on employee performance?
6. How does motivation affect employee job satisfaction?
7. What is the relationship between job satisfaction and employee performance?
8. How does human resource development affect employee performance through job satisfaction?
9. To what extent does work culture contribute to employee performance through job satisfaction?
10. Is there an influence between motivation and employee performance mediated by job satisfaction?

### **Literature Review and Hypothesis Development**

#### **Sustainable Development Goals (SDGs)**

The Sustainable Development Goals (SDGs) is a global agenda adopted by all UN member states in 2015. The agenda includes 17 goals and 169 measurable, time-bound targets. The goals are interconnected and designed to create a better and more sustainable world for all humanity. To effectively realize the SDGs, close cooperation between governments, the private sector, civil society, and individuals around the world is required (Wicaksana, Larantika, & Wibawa, 2024).

The results of this study provide valuable guidance for companies and policymakers in designing programs that support human resource development (HRD), create a positive work culture, and increase employee motivation (Yahya & Yani, 2023). By implementing policies that focus on HR development and building a conducive work environment, organizations can make significant contributions to the achievement of the SDGs, especially related to providing decent work, quality education, and reducing inequality (Kaesang, Pio, & Tatimu, 2021).

#### **Sustainability Human Resource Management (SHRM)**

Sustainable Human Resource Management (SHRM) is an approach to human resource management that incorporates sustainability principles into human resource strategies and practices. There are several key elements in SHRM, including: Sustainable Recruitment and

Selection, Employee Development and Training, Wellbeing and Work-Life Balance, Employee Engagement and Participation, Compensation and Rewards, Performance Management, and Environmental Impact Management (Amstrong, 2009).

### **Human Resource Development**

Human Resource Development (HRD) is a comprehensive and sustainable process. According to Nugraha (2016), the purpose of HR development is to improve the quality and effectiveness of employees in the organization. By implementing education, training, and career development, organizations can produce a workforce that is competent and ready to face various challenges in a changing work environment (Inayah, Nugraha, & Musti, 2021).

### **Work Culture**

According to Awa, M (2023), work culture is a crucial element in an organization that affects employee behavior and interaction. By creating a positive work culture, companies can improve employee performance and satisfaction, so that organizational goals can be achieved more effectively .

### **Motivation**

McClelland's motivation theory (2023) provides a deep understanding of how individuals' needs can influence their motivation and behavior in the work environment. By understanding these needs, organizations can design more effective motivation strategies for its employees. <sup>[6]</sup>

### **Job Satisfaction**

According to Robbins (2024), job satisfaction can be defined as a person's general attitude towards their job. This relates to the difference between the amount of reward received by a worker and the amount of reward they believe they should receive. <sup>[7]</sup>

### **Employee Performance**

According to Gomes (2020), employee performance can be interpreted as the work results obtained by an employee when carrying out the duties and responsibilities assigned to him. This performance assessment is not only based on the amount of work successfully completed, but also considers aspects of quality, creativity, innovation, and initiative shown by employees in carrying out their duties. <sup>[8]</sup>

### **Previous Research**

In previous research, Menik Lestari (2021) revealed that human resource development (HR) has no influence on employee performance. However, this view is different from the findings of Esti Monalis (2020), which shows that HR development has a significant effect on employee performance. Furthermore, Fitri Handayani (2022) also reported that there is no significant positive influence between work culture and performance. On the other hand, Herny Yanti Rase's research (2021) confirms that organizational culture affects the performance of the state civil apparatus (ASN). In addition, Mesra Lindawati (2021) said that work motivation has no significant effect on employee performance, while Shania Victoria Kaesang (2021) showed the opposite, that motivation has a positive influence on employee performance.

This research is an effort that has never been done before at the Secretariat General of the DPR RI. Therefore, this is a motivation for researchers to provide an analysis that can improve the performance of employees of the Secretariat General of the DPR RI, especially by paying attention to variables that have a low impact on their performance. Through the phenomenon that occurred and comparison with previous research related to human resource development, work culture, work motivation, and employee performance, a research gap was identified.

The current study is critical in addressing the ongoing challenges in the Secretariat General of the DPR RI, especially concerning the underperformance of human resource development (HRD) and work culture, which are crucial in ensuring the success of the institution's objectives. Despite significant efforts to improve HR and work culture, the

Secretariat General continues to face limitations that hinder the optimal performance of its employees. This research is timely as it aims to investigate these key factors, providing insights that could help improve the working conditions and, ultimately, the performance of the employees in government institutions.

Previous studies on HR development, work culture, and motivation have provided valuable insights, but there is a lack of comprehensive research specifically targeting the Secretariat General of the DPR RI. Existing studies have yielded mixed results regarding the impact of HRD on employee performance, with some showing a significant influence, while others have found no effect. Similarly, work culture and motivation have been studied in various sectors, but the specific context of the DPR RI's Secretariat General remains unexplored. This gap calls for a deeper exploration of these variables within the particular context of government institutions.

The novelty of this study lies in its focus on the Secretariat General of the DPR RI, a government institution where HRD, work culture, and motivation have yet to be thoroughly explored in relation to employee performance. Unlike previous studies, this research utilizes job satisfaction as an intervening variable, providing new perspectives on the mechanisms through which these factors influence employee performance. The study's unique approach highlights the mediating role of job satisfaction, which has been overlooked in past research on this topic, thus contributing novel insights to the literature on human resource management and public sector performance.

The primary purpose of this study is to explore the relationships between HR development, work culture, motivation, and employee performance at the Secretariat General of the DPR RI, with job satisfaction acting as a mediating factor. By addressing the gaps identified in prior research, this study aims to offer actionable recommendations for improving employee performance in government institutions. The findings will be beneficial for policymakers and organizational leaders seeking to enhance the effectiveness of human resource practices, work culture, and motivation, ultimately contributing to better governance and public service delivery.

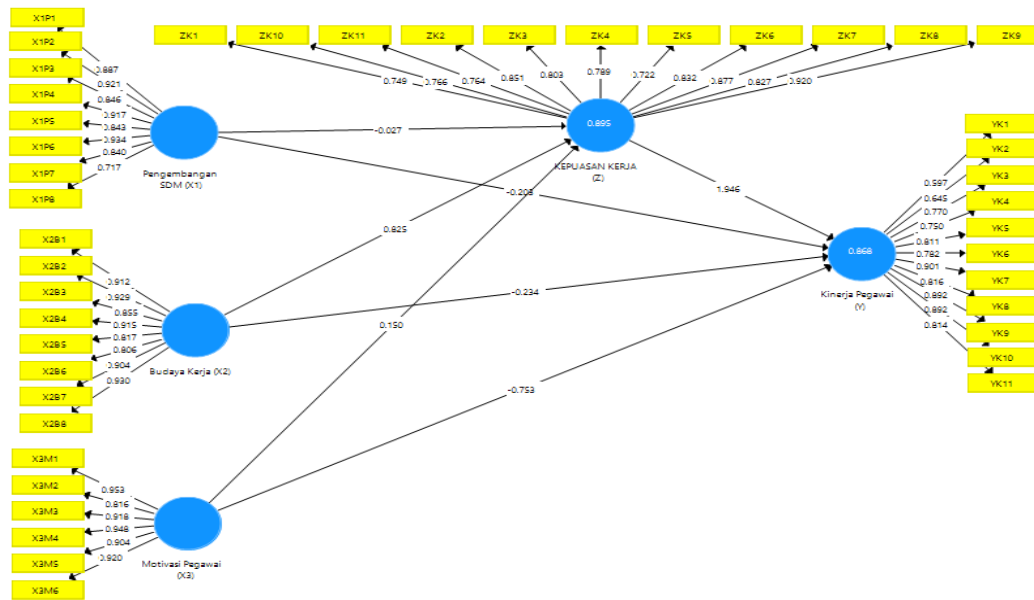
## **METHOD**

This research involves three independent variables, one dependent variable, and one intervening variable. The independent variables studied include human resource development, work culture, and motivation. Employee performance is the dependent variable, while job satisfaction serves as the intervening variable.

The methodology used in this research is a quantitative approach, with a saturated sampling technique, where the entire population is used as a research sample. The population in focus is ASN Functional Officials at the Secretariat General of the DPR RI. As an agency that fosters these functional positions, in 2022 there were 95 ASNs involved.

## RESULTS AND DISCUSSION

The SEM PLS model specifications that will be estimated in this study are as follows:



**Figure 2. Loading Factor**

Convergent validity with reflective indicators can be analyzed through the correlation between the item or indicator score and the relevant construct score. An indicator is considered to have good reliability if its value is greater than 0.70, while a loading factor between 0.5 to 0.60 can still be considered adequate. Therefore, indicators with a loading factor below 0.50 will be removed from the model (Sucipto & Syaifulloh, 2021).

Based on the results of the convergent validity analysis, there are two indicators on the Job Satisfaction variable that have a value below 0.7, namely indicators YK1 and YK2. However, because the loading factor value of both is still above 0.5, these two indicators are still included in the outer model calculation (Alam & Hamzah, 2023).

**Table 1. Average Variance Extracted (AVE) Values**

| Variable                       | Average Variance Extracted (AVE) | Condition | Result |
|--------------------------------|----------------------------------|-----------|--------|
| Human Resource Development(X1) | <b>0.749</b>                     | > 0.5     | Valid  |
| Work Culture (X2)              | <b>0.783</b>                     | > 0.5     | Valid  |
| Motivation (X3)                | <b>0.830</b>                     | > 0.5     | Valid  |
| Job Satisfaction (Z)           | <b>0.658</b>                     | > 0.5     | Valid  |
| Employee Performance (Y)       | <b>0.630</b>                     | > 0.5     | Valid  |

Based on the AVE examination results listed in Table 1, it can be seen that all variables have an AVE value that exceeds 0.5. The HR Development variable (X1) shows a value of 0.749, followed by the Work Culture variable (X2) with a value of 0.783, the Motivation variable (X3) which reaches 0.830, the Performance variable (Y) with a value of 0.630, and finally, the Job Satisfaction variable (Z) which has a value of 0.658 (Silviana & Novriansyah, 2023).

**Table 2 Cronbach's Alpha and Composite Reliability Values**

| Construct                      | Cronbach's Alpha | Composite Reliability | Result   |
|--------------------------------|------------------|-----------------------|----------|
| Human Resource Development(X1) | 0.951            | 0.960                 | Reliabel |
| Work Culture (X2)              | 0.960            | 0.966                 | Reliabel |
| Motivation (X3)                | 0.959            | 0.967                 | Reliabel |
| Job Satisfaction (Z)           | 0.947            | 0.955                 | Reliabel |
| Employee Performance (Y)       | 0.941            | 0.949                 | Reliabel |

Based on the analysis shown in Table 2 above, the Composite Reliability and Cronbach's Alpha values for all constructs have exceeded 0.7. This indicates that all constructs meet the specified reliability requirements. Although the validity and reliability test results at the model testing stage show that not all indicators are valid in measuring their constructs, it can be concluded that all constructs are still reliable.

**Table 3. R Square (R<sup>2</sup>) Values**

| Variable                 | R Square | Criteria |
|--------------------------|----------|----------|
| Employee Performance (Y) | 0,868    | Moderate |
| Job Satisfaction (Z)     | 0,895    | Strong   |

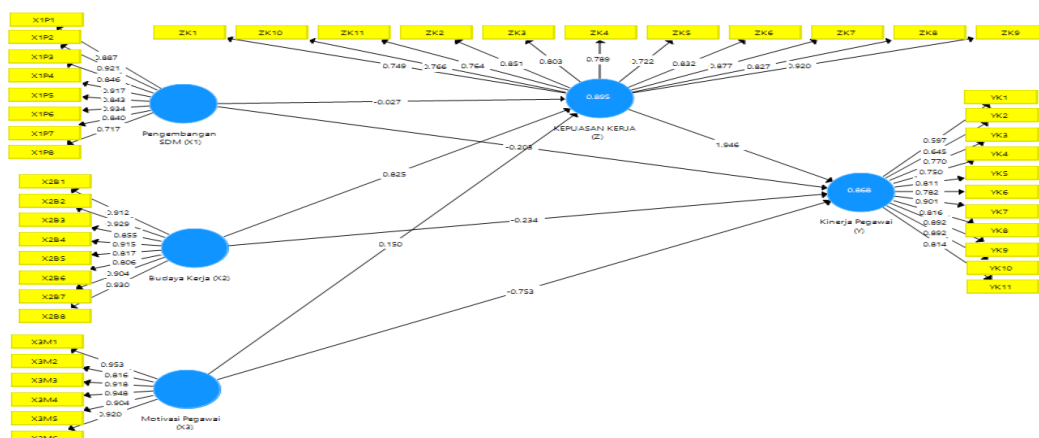
In Table 3, it can be seen that the Performance variable (Y) has an R<sup>2</sup> value of 0.868, which is greater than 0.50, so this model can be categorized as moderate. The value of 0.868 indicates that 86.8% of the Performance variable (Y) can be explained by the HR Development (X1), Work Culture (X2), and Motivation (X3) variables, while the remaining 13.2% is caused by other variables outside the model.

Meanwhile, the Job Satisfaction variable (Z) has an R<sup>2</sup> value of 0.895, also greater than 0.50, which indicates that this model is strong. The figure of 0.895 indicates that 89.5% of the Job Satisfaction variable can be explained by the HR Development (X1), Work Culture (X2), and Motivation (X3) variables, with the remaining 10.5% explained by other factors outside the model.

The results of the Predictive Relevance (Q<sup>2</sup>) calculation show a value of 0.987, which means that the model in this study has good Predictive Relevance (0.987 > 0).

### Hypothesis Testing

T-Statistics contained in the t-table play an important role in the hypothesis testing process. A relationship between latent variables can be considered significant if the statistical value exceeds the value listed in the t-table. In the PLS approach, hypothesis testing is carried out using the bootstrapping technique illustrated in Figure 3 below.



**Figure 3. Bootstrapping results**

**Table 4. Partial Effect of Independent Variables on Dependent Variables**

| Variable   | coeffisient | T<br>Statistic | P<br>Value   | Result                                       |
|--|-------------|----------------|--------------|--|
| Direct Effect  |             |                |              |  |
| <b>HRD-&gt; Performance</b>                                  | 0.163       | 1.248          | <b>0.215</b> | No Effect                                    |
| <b>HRD-&gt; Job Satisfaction</b>                             | 0.147       | 0.182          | <b>0.856</b> | No Effect                                    |
| <b>Work Culture-&gt; Performance</b>                         | 0.361       | 0.649          | <b>0.518</b> | No Effect                                    |
| <b>Work Culture -&gt; Job Satisfaction</b>                   | 0.256       | <b>3.222</b>   | <b>0.002</b> | <b>Positively and Significantly Affected</b> |
| <b>Motivation -&gt; Performance</b>                          | 0.199       | <b>3.794</b>   | <b>0.000</b> | <b>Positively and Significantly Affected</b> |
| <b>Motivation -&gt; Job Satisfaction</b>                     | 0.146       | 1.032          | <b>0.305</b> | No Effect                                    |
| <b>Job Satisfaction -&gt; Performance</b>                    | 0.104       | <b>18.671</b>  | <b>0.000</b> | <b>Positively and Significantly Affected</b> |
| Indirect Effect  |             |                |              |  |
| <b>HRD-&gt; Job Satisfaction -&gt; Performance</b>           | 0.277       | 0.188          | <b>0.851</b> | No Effect                                    |
| <b>Work Culture -&gt; Job Satisfaction -&gt; Performance</b> | 0.484       | <b>3.314</b>   | <b>0.001</b> | <b>Positively and Significantly Affected</b> |
| <b>Motivation -&gt; Job Satisfaction -&gt; Performance</b>   | 0.282       | 1.036          | <b>0.303</b> | No Effect                                    |

Table 4 shows that human resource development (HRD) has no effect on performance, either directly or through the mediation of job satisfaction. Meanwhile, work culture has no direct influence on performance, but has a positive and significant impact on performance when mediated by full job satisfaction. On the other hand, motivation is shown to have a positive and significant effect on performance directly, but does not affect performance when mediated by job satisfaction.

## CONCLUSION

Human resource development (HRD) has no effect on the performance of employees at the Secretariat General of the DPR RI, nor does it impact job satisfaction. Similarly, work culture does not influence employee performance, although it does show a significant positive influence on job satisfaction. In contrast, motivation has a significant positive influence on employee performance, but it does not affect job satisfaction. Job satisfaction, however, has a positive and significant effect on employee performance. Despite job satisfaction acting as a mediator, HRD does not affect employee performance. On the other hand, work culture significantly enhances employee performance with job satisfaction as a mediator, functioning as a full moderator that allows work culture to impact performance. Lastly, work motivation does not affect employee performance at the Secretariat General of the DPR RI, even with job satisfaction serving as a mediator.

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