Effect of Communication and Career Development to Employee Performance through Employee Motivation PT. Pantja Simpati

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Abstract: This study aims to determine the effect of communication and career development on employee performance simultaneously and partially. Research conducted on employees of PT. Pantja Simpati. The sampling technique used a simple random sample method with 66 research samples. Data analysis using path analysis.The results showed that the variables of communication and career development affect the performance of employees simultaneously and partially. The direct influence of communication and career development variable on employee performance is greater than indirect influence through motivation variable, so it can be said that motivation variable does not mediate communication and career development variables on performance.
Keywords: communication, career development, motivation, employee performance

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I.   Introduction

Performance is the result of work in quality and quantity achieved by a person in carrying out the task and work given to him. Performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. The result of work or activity of an employee in quality and quantity in an organization to achieve the purpose in carrying out the task and work given to him.

Research conducted by Femi (2014) states that communication from employees affects the performance of these employees. The study was conducted on 120 Lagos State employees in Nigeria. Communication can flow from higher to lower levels of the organization; including management policies, instructions, and official memos. Communication is the transfer of information and understanding from someone to someone. For transferring the information referred to in the communication, a communication process is required.

Another factor that affects employee performance is career development. Wether and Davis (2001) state that careers are all healthy positions during one's lifetime. Career management will be used by individual employees to connect labor systems and labor market systems. Development will support the performance of employees or soldiers.

According to Simamora (2004: 392) career development process in a formal approach taken by the organization to ensure that people with appropriate qualifications and experience are available when needed. So that career development can be said a condition that indicates the existence of improvement of one's status in the organization in a career path which has been specified in the organization concerned

The aim of the entire career development program is to match the needs and goals of employees with the career opportunities available in the company today and in the future. Therefore, the business of a well-designed career development system will be able to assist employees in determining their own career needs, and adjusting to employees' needs and company goals.

Besides, the motivation also impacts on the performance of employees who work in a company. Koesomono research (2015) states that motivation affects the performance of employees working in a company. The research was conducted on the employees of medium-scale wood processing industry sub-sector in East Java.

II.   Literature Review

Employee Performance

Understanding performance according to Siswanto (2003: 235) states that the performance is the work of quality and quantity achieved by a person in carrying out tasks and jobs given to him.

Rivai (2005: 309) said that the performance is a real behavior that displayed every person as work performance generated by employees in accordance with its role in the company. The result of work or activity of an employee in quality and quantity in an organization to achieve the purpose in carrying out the task and work given to him.

Measuring employee performance according to Dharma (2003: 355) quoted from saying almost all ways of measuring performance consider things as follows:
1. Quantity, ie the amount to be completed or achieved.
2. Quality, namely the quality that must be produced (whether or not). The qualitative measurements of the output reflect the measurement or the level of satisfaction that is how well the settlement is
3. Timeliness, ie whether or not the planned time.

Communication

Communication is the transfer of information and understanding from someone to someone. For transferring the information referred to in the communication, a communication process is required.According to Webster New Collegiate Dictionary "the term communication comes from the Latin term Communicare, past participle form of communication and communicates which means a tool to communicate especially a delivery and receiving system news, such as telegraph, telegraph, radio, etc.". Gibson and Ivan (2006: 84) put forward " Communication is the transmission of information and understanding, about verbal or non-verbal symbols ". "Communication is the process of understanding in the form of ideas or information from one person to another.

Luthan (2006) provides an understanding that directly leads to organizational change and development that can only occur through the development of human resources in their respective environments. To achieve the goals of the organization will require a good communication, where there is a tangle of understanding of the communication so as to understanding and implemented between the parties one by the other parties of this Communication is important in an organization to achieve its objectives. Newstrom and Davis (2004: 151) argue that "the absence of the employee communication cannot be pulled know what seeker peer, the leadership cannot accept the input of information, and other supervisors cannot give instructions backs". Robbins (2013) mentions that "communicating helps motivation by explaining to employees what to do, how well they work, and what can be done to improve sub-standard performance."

In general, the communication function is as follows:
• As a Control: The function of communication as control means that communication acts to control the behavior of other people or members in some way to be obeyed.
• As Motivation: Communication provides developments in motivation by providing an explanation of things in our lives.
• As an Emotional Disclosure: Communication has a role in expressing feelings to others, whether happy, happy, disappointed, dislike. and others.
• For Information: Communications provide the required information on each individual and group in making decisions by forwarding data to assess and assess alternative selection.

Career Development

Wether and Davis (1996) state that careers are all healthy positions during one's lifetime. Career management will be used by individual employees to connect labor systems and labor market systems. Development will support the performance of employees or soldiers. Career development has dimensions such as education and training, Mutation and promotion (Flippo in Masud, 1996).

According to Simamora (1995: 392) career development process in a formal approach taken by the organization to ensure that people with appropriate qualifications and experience are available when needed. So that career development can be said a condition that indicates the existence of improvement of one's status in the organization in a career path which has been specified in the organization concerned.

Based on the above description, career development is a formalized approach or activity to enhance employee growth, job satisfaction, knowledge, and skills so that the organization can ensure that people with appropriate qualifications and experience are available within the organization.

The aim of the entire career development program is to match the needs and goals of employees with the career opportunities available in the company today and in the future. Therefore, the business of a well-designed career development system will be able to assist employees in determining their own career needs, and adjusting to employees' needs and company goals.

The planned career development program contains three basic elements (Moekijat, 1995: 103):
1. Assist employees in assessing their own internal career needs.
2. Develop and inform existing career opportunities within the organization.
3. Adjusting the needs and abilities of employees with career opportunities.

In accordance with the above three elements are expected career employees is a very important element that is personal. Therefore, organizations give employees the freedom to make their own decisions about the goals and opportunities of their careers.

Motivation

Motivation is a drive of will that causes a person to perform an action to achieve a certain goal. Motivation comes from the word motif which means "encouragement" or stimulus or "driving force" that exists within a person. According to Weiner (1990) cited Elliot et al. (2000), motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities.

According to Uno (2009), motivation can be interpreted as an internal and external impulse in a person who is indicated by the existence; desires and interests; encouragement and need; hopes and aspirations; appreciation and respect. Motivation is what makes one act (Sargent, cited by Howard, 1999) states that motivation is the impact of one's interaction with the situation it faces (Siagian, 2005).

Motivation becomes a force, a force or power, or a complex state and a willingness in the individual to move toward a certain goal, whether consciously or unconsciously (Makmun, 2003).

A person's motivation can be generated and grows through himself-intrinsically and from the extrinsic environment (Elliot et al., 2000; Howard, 1999). Intrinsic motivation means the desire of the self to act in the absence of external stimuli (Elliott, 2000). Intrinsic motivation will be more profitable and provide a steady in learning. Extrinsic motivation is described as a motivation that comes from outside the individual and can not be controlled by the individual (Howard, 1999). Elliot et al. (2000), exemplifies it with the values, rewards, and/or rewards used to stimulate one's motivation.

III. Research Methods

Research Design

This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:
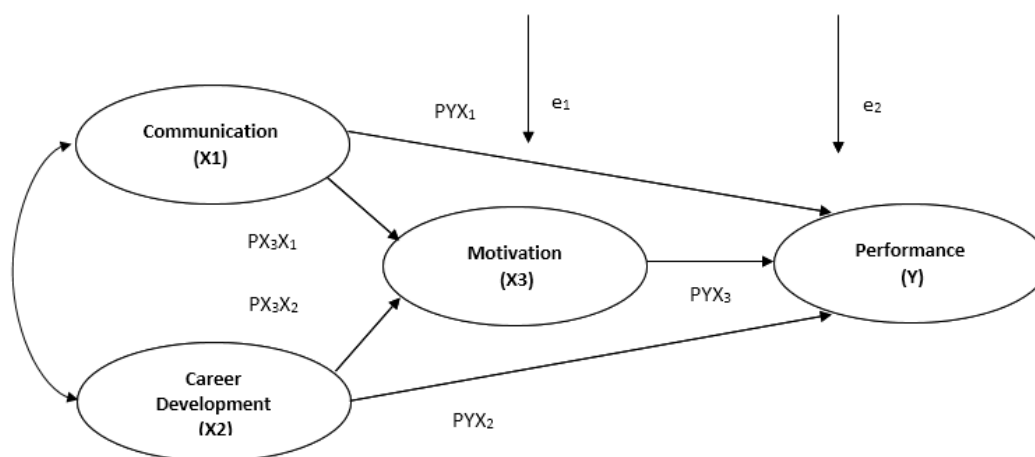
Figure 1. Research Design

Population and Sample

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2005). The sample is the drawing of a portion of the population to represent the entire population (Surakhmad, 1990).

The sample used in this study is the number of employees of the company is as much as 159 / (1 + 159X0.12) = 66 people. The number of samples was taken based on the existing population with Slovin and this sampling is called a simple random sample.

Data Collection Technique

To obtain a concrete and objective data must be held research on the problems studied, while the steps that researchers travel in data collection is the primary data. Primary data is data obtained directly from the object of research, In this case, the primary data obtained from field research that is data collection method do premise direct research on the object of research in question.

Data Analysis
1. Test Data Validity
Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with a total score which is the number of each scored item. The correlation coefficient used is Product Moment correlation coefficient.
2. Test Data Reliability
Looking for instrument reliability whose score is not 0-1, but is a range between several values, eg 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficients (α) from Cronbach.

IV. Research Results and Discussion

1. Effect of communication and career development on employee performance
Linear analysis model can be seen based on the calculation by using SPSS program as follows.

Table 1. Results of the first equation analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,480	3,460		3,895	,000
	COMMUNICATION	,295	,107	,240	2,757	,008
	CAREER	1,007	,134	,654	7,525	,000

a. Dependent Variable: PERFORMANCE

Based on the above table, the simultaneous structural equations can be described as follows
$Y = 0.240X1 + 0.654X2$

Table 2. Value F Calculate simultaneous equations

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1334,320	2	667,160	36,298	,000[b]
	Residual	1157,937	63	18,380		
	Total	2492,258	65			

a. Dependent Variable: PERFORMANCE
b. Predictors: (Constant), CAREER, COMMUNICATIONS

Based on the above table note that the value of F arithmetic amounted to 36.298 and the significance of 0.05. This value is less than 0.05. This means that the variables of communication and career development affect the performance of employees simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

Table 3. The r-value of squared first regression model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,732[a]	,535	,521	4,28719	1,301

a. Predictors: (Constant), CAREER, COMMUNICATIONS
b. Dependent Variable: PERFORMANCE

Based on the above table it is known that r square value of 53.5% means the communication and career development variables affect the employee performance of 53.5% while the rest is influenced by other variables that are not included into the equation model.

2. Analysis of the effect of communication on employee performance partially
The result of communication effect analysis on performance partially can be seen in the following table.

Table 4. Results of second regression equation analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28,242	3,897		7,247	,000
	COMMUNICATIONS	,422	,144	,343	2,924	,005

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows: Y = 0.343X1

Based on the table above analysis results note that the communication coefficient of 0.343. The value of t is 2.924. Value significance of 0.005. This value of significance is smaller than 0.05. This means that the communication variable affects the performance of employees partially. The magnitude of leadership influence on employee performance can be seen in the following table.

Table 5. The r-value of the square of the second equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,343[a]	,118	,104	5,86113

a. Predictors: (Constant), COMMUNICATIONS

Based on the above table it can be seen r square value of 0.118. This means that the effect of communication variable on employee performance is 11.8% and the rest is influenced by other variables that are not included in the equation model.

3. Analysis of the influence of career development on employee performance partially

The result of influence analysis Career development on performance partially can be seen in the following table.

Table 6. Results of the analysis of the third regression equation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,251	2,561		7,909	,000
	CAREER	1,065	,139	,692	7,676	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows: Y = 0.692X2

Based on the table above analysis results note that the coefficient of career development of 0.692. The value of t is 7,676. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the variable of career development has an effect on partial employee performance. The magnitude of influence career development on employee performance can be seen in the following table.

Table 7. The r-value of squared the third equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,692[a]	,479	,471	4,50287

a. Predictors: (Constant), CAREER

Based on the above table it can be seen r square value of 0.479. This means that the effect of career development on employee performance is 47.9% and the rest is influenced by other variables that are not included in the equation model.

4. Analysis of the effect of motivation on employee performance partially

The result of analysis of the effect of motivation on performance partially can be seen in the following table.

Table 8. Results of the fourth regression equation analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30,371	3,384		8,975	,000
	MOTIVATION	,547	,199	,324	2,744	,008

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows: Y = 0.324X3

Based on the table above analysis results note that the coefficient of a motivation of 0.324. The value of t is 2.744. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the

variable of motivation affects the performance of employees partially. The magnitude of the influence of motivation on employee performance can be seen in the following table.

Table 9. The square r of the fourth equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,324[a]	,105	,091	5,90283

a. Predictors: (Constant), MOTIVATION

Based on the above table it can be seen r square value of 0.105. This means that the effect of motivation variable on employee performance is 10.5% and the rest is influenced by other variables that are not included in the equation model.

5. Analysis of the effect of communication on employee performance through motivation variables
The coefficient of Communicative influence on career development can be seen in the following table

Table 10. Influence of Communication on Motivation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,486	2,291		4,141	,000
	COMMUNICATIONS	,268	,085	,367	3,156	,002

a. Dependent Variable: MOTIVATION

Based on the above table it can be seen that the effect of communication on employee performance is 0.343. The influence of communication on employee performance through motivation is 0.367 x 0.324 = 0.119. in this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable.

6. Analysis of the influence of career development on employee performance through motivation variable
The value of motivation coefficient on career development can be seen in the following table

Table 11. Value of coefficient of influence career development on motivation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,101	2,026		5,972	,000
	CAREER	,249	,110	,273	2,269	,027

a. Dependent Variable: MOTIVATION

Based on the above table it can be seen that the direct effect of career development on employee performance is 0.692. While the influence of career development on employee performance through motivation is 0.273 X 0.324 = 0.088. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable. The overall path analysis is as follows:
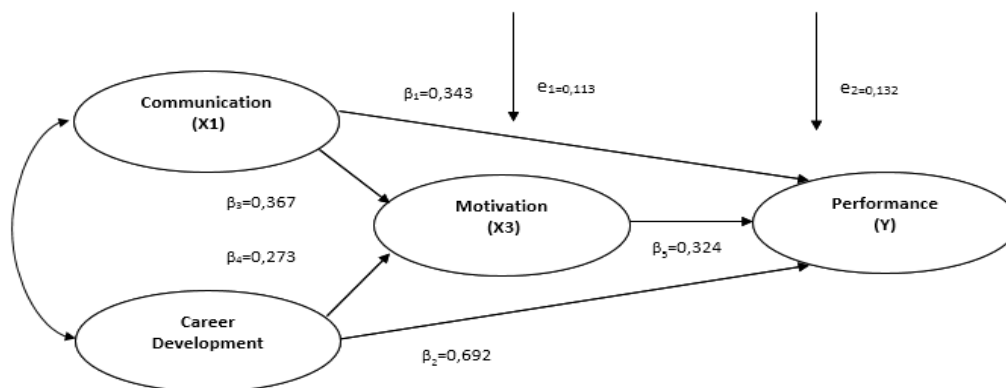
Figure 2. Overall Path Analysis

V. Conclusions and Suggestions

Conclusion

Communication variables and career development affect the performance of employees simultaneously. The r squared value of 53.5% means the communication and career development variables affect the employee performance of 53.5% while the rest is influenced by other variables that are not included in the equation model.

Communication variables affect partially employee performance. The value of t is 2.924. Value significance of 0.005. This value of significance is smaller than 0.05. The value of r squared is 0.118. This means that the effect of communication variable on employee performance is 11.8% and the rest is influenced by other variables that are not included in the equation model.

Variable career development affects the performance of employees partially. The value of t is 7,676. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.479. This means that the effect of career development on employee performance is 47.9% and the rest is influenced by other variables that are not included in the equation model.

Motivational variables affect the employee's performance partially. The value of t is 2.744. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.105. This means that the effect of motivation variable on employee performance is 10.5% and the rest is influenced by other variables that are not included in the equation model.

The effect of communication on employee performance is 0.343. The effect of communication on employee performance through motivation is 0.367x0.324 = 0.119. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of motivation is not as intervening variable.

The direct effect of career development on employee performance is 0.692. While the influence of career development on employee performance through motivation is 0,273x0,324 = 0,088. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of motivation is not as intervening variable.

Suggestion

Companies need to consider improving good communication. Good communication is done by paying attention to good communication resources, communication channels, and communication receivers. All three elements must support each other in generating good communication between employees.

Another thing to consider in improving performance is career development. Companies should pay attention to employee career development. This is done by taking into account the rules set for career development, the necessary requirements and careers to be achieved by an employee.

Motivation also needs to be considered in the development of employee performance. Motivation will be achieved if the needs of employees are met such as the amount of salary received, the rules that must be obeyed by employees and discipline. Fulfillment of the employee's needs is needed so that employees can perform the task well and produce a good performance.

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