# THE EFFECT OF INTERPERSONAL COMMUNICATION, CAREER DEVELOPMENT, AND JOB PLACEMENT ON EMPLOYEE PERFORMANCE AT PT. MEDIA PUTRA NUSANTARA (IDN MEDIA) JAKARTA.

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## Abstract

The purpose of this study are: 1) To find out the influence of interpersonal communication on employee performance at IDN Media Jakarta. 2) To find out the influence of career development on employee performance at IDN Media Jakarta. 3) To find out the influence of job placement on employee performance at IDN Media Jakarta. The samples used by 85 respondents, carried out using the formula Hair. The technique of data analysis by using SmartPLS 3 which includes the test of outer and inner model. The researcher found that interpersonal communication had the significance effect on employee performance with the t-statistic of $2,763 > 1,96$ and P-value $0,006 < 0,05$. Job placement had the significance effect on employee performance with the t-statistic of $2,860 > 1,96$ and P-value $0,004 < 0,05$. This research showed that career development did not affect the employee performance which the significance test results are t-statistic $1,833 < 1,96$ and P-Value $0,064 > 0,05$.

Keywords: Interpersonal Communication; Career Development; Job Placement; Employee Performance.

## INTRODUCTION

In this era of globalization, companies are required to be able to compete with other companies and one of the main factors for the sustainability and growth of the company is the success in managing human resources. The element of human resources today is very important for companies, especially for the service companies that depend on the quality of their human resources to provide the best quality service. In order to be able to manage human resources well, of course, the synergy is needed between employees, leaders, and the human resource management system implemented by the company and is expected to produce a conducive work environment so that it can produce maximum performance which in turn can increase productivity and the company itself.

There are many ways for the companies to gain high performance from their employees are by focusing on the process of interpersonal communication, career development and employee job placement. The company must ensure career development of their employee, suit job placement and improve the employee interpersonal communication so that the employees are able to do their job well. If the process isn't considered properly, it will cause the possibility of the employee to be not able to handle their tasks. In fact, many organizations or companies are not had good employee performance as their expected. Some employees are less than optimal in providing their abilities for several reasons or certain factors.

As the subject of this research, that is PT. Media Putra Nusantara (IDN Media) Jakarta's employee performance data and it shows that it was declining from 2019 to 2020 as the table below:

Table 1. 1 Performance Review of 168 Employees of IDN Media Jakarta 2019 - 2020

| Performance Categories | Year of 2019 (%) | Year of 2020 (%) |
|---|---|---|
| Need Improvement | - | - |
| Almost Meet Expectation | 0,4 | - |
| Meet Expectation | 26,6 | 71 |
| Exceed Expectation | 70,3 | 29 |
| Outstanding | 2,7 | - |
| TOTAL | 100 | 100 |

Source: Database IDN Media (2021)

Research conducted by Faustyna & Jumani (2015) found that there is a strong effect of career development on employee performance. This study suggests that the company should further improve the career development of its employees in order to trigger the motivation of employees in their performance. This is same with the further research conducted by Suryadani (2016) which found that career development has a positive and significant impact on employee performance in the Construction Division IV PT. Adhi Karya (Persero) Tbk. Surabaya. This research conducted by Suryadeni suggests that the career growth opportunities applied to the Construction Division IV PT. Adhi Karya Surabaya is always committed to providing sustainable career path as long as employees can show optimal performance results and these opportunities make employees give their best performance for the company.

Another study conducted by Arif found that the job placement variable partially had a significant impact on employee performance (Arif, 2018). The subject of this research is Hotel Oase Pekanbaru and from the research conducted, it is found the fact that work placement has a significant influence on employee performance because by paying attention to the suitability of the placement of employees according to certain positions or positions in accordance with the qualifications of these employees will affect their performance. This is in line with further research conducted by Sari, Akos, & Akbar which found that employee placement has an influence on employee performance (Sari et al., 2019).

Various studies that have been carried out by previous researchers above found that the variables of career development, job placement, and interpersonal communication partially have a significant influence on employee performance. However, this is not necessarily appropriate and happens on employees at PT. Media Nusantara (IDN Media) which is the research subject of the researcher.

Based on the results of previous researchers and the changes of the performance of employees at PT. Media Putra Nusantara from 2019 - 2020, researchers are interested in conducting further research to get to know the effect of interpersonal communication, career development, and job placement on employee performance at PT. Media Putra Nusantara (IDN Media) Jakarta.

## LITERATURE REVIEW

### *Interpersonal Communication*

The definition of interpersonal communication is a feel of friendship by respecting the idea of others in order to build the new idea (Ma'ruf 2019). The other opinion from Nasri (2019) explains that interpersonal communication is a communication process between two or more people to state opinions, sense, desires, and impressions to understand each other. Wherever we are, everyone will definitely make communication or relationships with other people around them, including in the work environment. Employees who have good interpersonal communication will be able to provide maximum performance for themselves.

In addition, according to S. Gumay (2018) said that interpersonal communication is a deliver process to share information, shift attitudes, ideas, or behavior either directly or indirectly (through the media). There are four important aspects in interpersonal communication, that is communication can be done by more than two or two people, can use some media tools (telephone), use formal and informal language, and the achievement of goals can be personal (personal) if communication happen within an organization (Diah Musirin & Irwansyah, 2019).

From the definition above, it can be synthesized that interpersonal communication is the deliver process of clear information from the leader to its employee which will make those employee able to determine innovative decision and affect their performance and also with interpersonal communication, a person can exchange information, help and cover each other in completing the work so that the work can be done effectively in accordance with the amount and quality specified and in a timely manner. Therefore, the hypothesis is below:

H1: Interpersonal communication affect employee performance

### *Career Development*

The definition of career development according to Mufidah (2020) is a formally structured approach or activity in improving employee growth, job satisfaction, awareness, and skills in order to reach organization goals. Padendenan (2017) said that career development is a formal effort to increase employee abilities which is expected to give an effect on the development by some company. This is supported by the opinion of previous experts Robbins (2008) who said that career development is an organization's effort to support or improve the productivity of employees while setting up them to be ready to challenge the world. From this understanding, it can be said that career development is an activity that helps an employee in preparing their future career in the organization to achieve their career goals.

Career development can also be interpreted as personal improvement made by someone to get career plan and improvement by the personnel department in achieving a work plan in accordance with the path or level of the organization (Aprianto, 2019). This is in line with what Balbed & Sintaasih (2019) said that career development is a progress of add employee's work ability to increase their performance in order to reach the desired career. Career development and utilization of human resources is a required of an organization because human resources are the most valuable organizational assets and through career development supported by the organization it is hoped that feedback from employees will be in the form of good performance. This career development will not be separated from the evaluation and performance measurement by the company to its employees (Rialmi & Patoni, 2020).

Jumiyati (2019) said that career development is a circumstances that represent an improvement in a person's status in an organization on a career path that has been determined in the organization concerned. The company plans to maximize employee career development by providing opportunities for employees to develop by improving their skills, abilities, and providing opportunities to obtain a better education than before.

From all of that definitions, it can be synthesized that career development is a formal and continuous effort with a focus on increasing and adding skills of an employee by an organization. Therefore, the hypothesis is below:

H2: Career development affect employee performance

***Job Placement***

The definition of job placement by Afif (2020) is an effort of distributing employees to the right function by matching or comparing their qualifications with job requirements, job description and job specification which will impacting the quality of work. From that definition, it can be said that with the good job placement, work enthusiasm, and work performance will reached optimal results (Sawelu et al., 2019).

Work placement can also be interpreted as an effort by the leadership or personnel department to decide an employee occupies some position based on the knowledge, passions, and abilities possessed (Purnaswati, 2020). The other definition by Nirwanto (2019), job placement is placing employees as a part of work implementation in positions that are in line with their abilities, knowledge, and expertise. Work placements have an strong impact on employees performance because employees will be able and comfortable when working in line with their knowledge, abilities, and experience, but vice versa if the work placement is not in accordance with the abilities of the employees, it will make the tasks given difficult to do which leads to the bad employee performance.

From the definitions above, it can be synthesized that job placement is a process of distributing employees in a certain job positions by comparing their abilities, expertise, and qualifications with that position so that the assignment of tasks can be carried out effectively. Therefore the hypothesis is below:

H3: Job placement affect employee performance

*Employee Performance*

The definition of employee performance as Sofiana (2020) said is the output of the work as well as a management process of an organization as an entire where the output of the work can be indicated with concrete evidence and can be matched by comparing predetermined performance standards. Gibson (1994) also define that performance is the stage of success in carrying out tasks and the skills to reach the goals that have been determined. In other words, performance is the work output by an employee in achieving the goals that have been set by the company and can be measured or compared with predetermined performance standards.

Nabawi (2019), explains that employee performance is the work result by an employee in carrying out the tasks assigned to him to attain work targets that have been set by the company. In addition, Prasada Dodi & Sarwani (2019) also said that employee performance is the process of realizing organizational goals and the output of the human resources effort itself in some organizations. From this understanding it can be said that employee performance is one of the biggest factors that affect an organization in achieving its goals.

From all of the definitions above, it can be synthesized that employee performance is the work result by an employee, which is an achievement level of realizing the goals or objectives of an organization.

## RESEARCH METHOD

This research adopted quantitative methods to prove the hypothesis proposed where all data form of this research are numbers. This research is using survey method by distributing questionnaires to employees of the IDN Media company through google form and the data results will be processed by using PLS (Partial Least Square) with smartPLS software version 3 and the scale used in this study is the Likert Scale. Analysis conducted using 5% for t-table values is 1,96 and for the validity and reliability, a test result should be > 0,6. All variable statuses are valid and reliable if they meet all requirements.
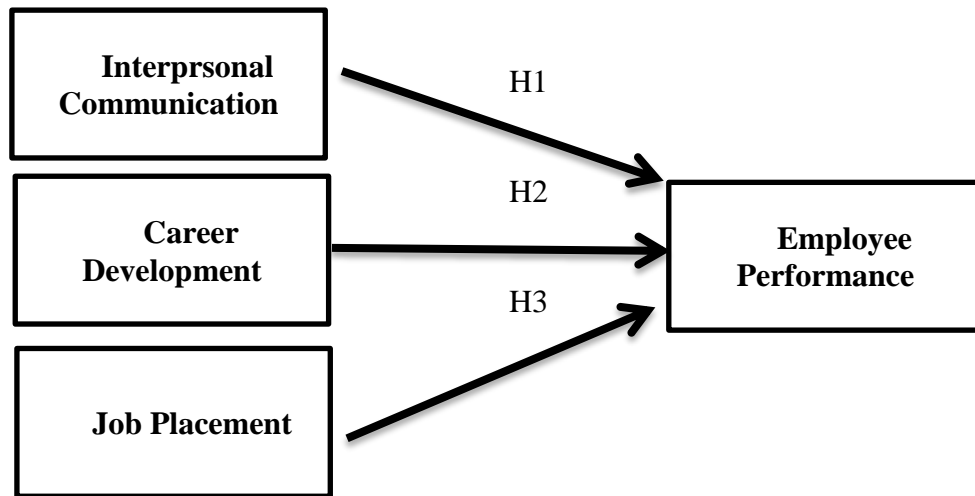
**Figure 1. Research Model**

*The Characteristics of Respondents*

The population of this research are 168 with a sample of 85 by using Hair formulation. The characteristics of respondents on this research were grouped by four, there are gender, age, educational level, and work period. Based on the data collected, the characteristics of all respondents are as the table below:

**Table 1. Respondent's Gender**

| No | Gender | Frequency | Percentage |
|---|---|---|---|
| 1 | Man | 28 | 33% |
| 2 | Woman | 57 | 67% |
| **Total** | | | |

**Table 2. Respondent's Age**

| No | Usia | Frequency | Percentage |
|---|---|---|---|
| 1 | 21 – 25 Years | 29 | 34% |
| 2 | 26 – 30 Years | 51 | 60,5% |
| 3 | > 30 Years | 5 | 5,5% |
| **Total** | | 85 | 100% |

**Table 3. Respondent's Work Period**

| No | Work Period | Frequency | Percentage |
|----|-------------|-----------|------------|
| 1 | < 1 Year | 19 | 22,1% |
| 2 | 1 – 3 Years | 55 | 65,1% |
| 3 | 3 – 5 Years | 11 | 12,8% |
| 4 | > 5 Years | - | - |
| | **Total** | 85 | 100% |

**Table 4. Respondent's Educational Level**

| No | Educational Level | Frequency | Percentage |
|----|-------------------|-----------|------------|
| 1 | High School | 2 | 2,3% |
| 2 | Diploma | 3 | 3,5% |
| 3 | S1 | 78 | 91,9% |
| 4 | S2/S3 | 2 | 2,3% |
| | **Total** | 85 | 100% |

*Outer Model*

The outer model test of this study is to measure the validity and reliability of all indicators with its variables. This model are includes of convergent validity test, Average Variance Extracted (AVE) test, Discriminant Validity test, Composite Reliability test, and Cronbach's Alpha test. For convergent validity is used to get to know if all indicators from each latent variable are valid or not and it can be said valid if the score of each indicators are more than 0,6 and if less than 0,6 then it's need to be deleted. After convergent validity test is AVE test to make sure if there is no problem on the result of convergent validity and it can be said there is no problem on convergent validity result if the AVE score of each variables are > 0,5. For Discriminant validity is used to make sure that all of the variables are different. Some variable are good at discriminant validity when its loading factor score are bigger than its cross loading. After the validity test there is reliability test by doing composite reliability test and cronbach's alpha test. For composite reliability test, it used to prove if every variables are reliable or not. The minimum score of this test is 0,7 for every variables so that it can be said reliable and the next test is a cronbach's

alpha. Cronbach's Alpha is to measure how closely related a set of items/indicators are as a group. Some variable can be said reliable if the Cronbach's alpha score more than 0,70 to all construct.

*Inner Model*

The inner model of this study is to measure the influence and significant effect of independent variable to dependent variable. Outer model are includes of R Square, F Square, Q Square, and Hypothesis test (Bootstraping). R square showed the level of determination of exogenous variable to the endogenous variable. The bigger of R square score showed the more good determination level. F square showed the influence level of independent variable on dependent variable. If the F square score is 0,02 then it means that there is no significance effect of independent variable to dependent variable, 0,15 means that there is a moderate effect of independent variable to dependent variable, and 0,35 means that there is a moderate effect of independent variable to dependent variable. Q square test can be used to measure how good is the observation result by the model of the research. If Q square score is more than 0, so it can be said that the model is good enough. For the hypothesis test by using the bootstrapping it can seen by the score of t-statistic and its probability. The Ha can be accepted when the score of t-statistic is > 1,96 and the score of P-value is < 0,05 as vice versa

## RESULT AND DISCUSSION

The outer model analysis defines how each indicator relates to its latent variable. The tests carried out on the outer model are includes:
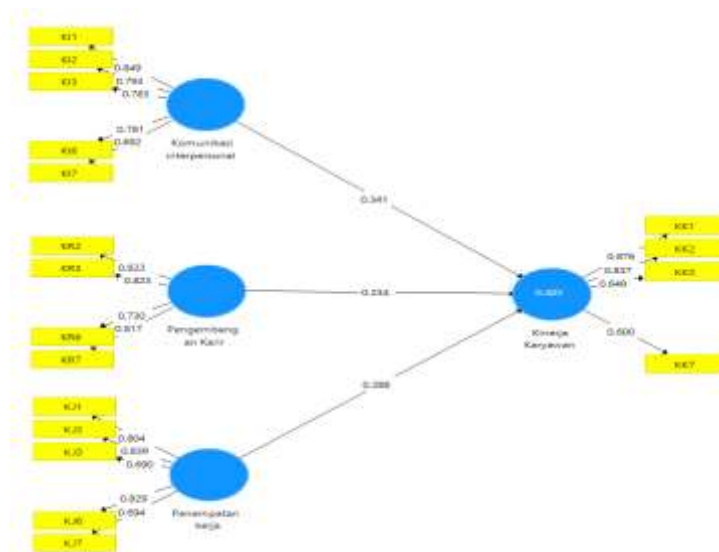
*Convergent Validity*
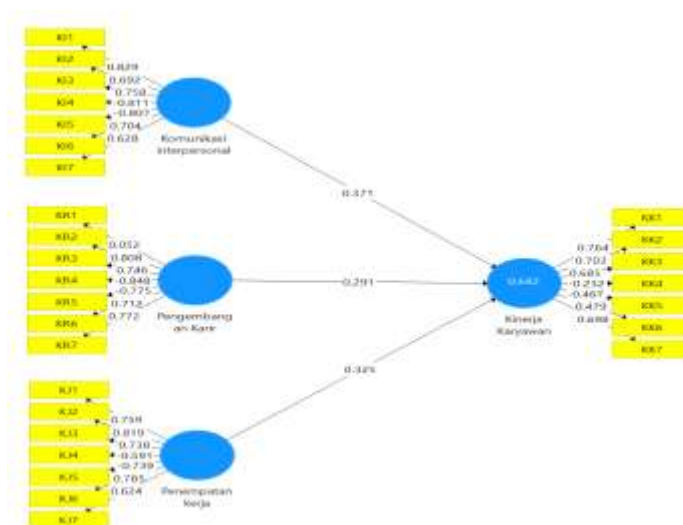
**Figure 2. Convergent validity test result**

The required value of the convergent validity test result of each indicator should be > 0.6. From the picture, There are some indicators that has scores less than 0.6 such as KI4, KI5, KR1, KR5, KJ4, KJ5, KK4, KK5, & KK6. This indicates that those indicators should be removed/deleted. Meanwhile, loading factor with a value above 0.6 can be said to be valid and can be used in actual research.

*Convergent Validity (Modification)*



**Figure 3. Convergent validity test result after modification**

From the result above, it shows that all indicators of all variables already have a loading factor score more than 0.60 and it means that each indicator is valid so the analysis could be continued to the Average Variance Extracted test.

*Average Variance Extracted (AVE)*

|  | Average Variance Extracted (AVE) |
|---|---|
| Kinerja Karyawan | 0.562 |
| Komunikasi interpersonal | 0.610 |
| Penempatan kerja | 0.599 |
| Pengembangan Karir | 0.638 |

**Figure 4. AVE test result**

From the result above, it known that the AVE value of each construct is already above 0.5. Therefore, there is no convergent validity problem at this research model

so that the construct in this research model can be said to have good discriminant validity.

*Discriminant Validity*

| | Kinerja Karyawan | Komunikasi interpersonal | Penempatan kerja | Pengembangan Karir |
|---|---|---|---|---|
| KI1 | 0.561 | 0.849 | 0.211 | 0.453 |
| KI2 | 0.474 | 0.793 | 0.383 | 0.473 |
| KI3 | 0.327 | 0.783 | 0.200 | 0.452 |
| KI6 | 0.407 | 0.781 | 0.448 | 0.534 |
| KI7 | 0.496 | 0.692 | 0.395 | 0.363 |

**Figure 5. Discriminant validity test result on X1**

| | Kinerja Karyawan | Komunikasi interpersonal | Penempatan kerja | Pengembangan Karir |
|---|---|---|---|---|
| KJ3 | 0.322 | 0.117 | 0.690 | 0.299 |
| KJ6 | 0.357 | 0.390 | 0.829 | 0.271 |
| KJ7 | 0.412 | 0.278 | 0.694 | 0.435 |
| KK1 | 0.876 | 0.583 | 0.386 | 0.382 |
| KK2 | 0.837 | 0.483 | 0.409 | 0.377 |
| KK3 | 0.649 | 0.300 | 0.427 | 0.244 |
| KK7 | 0.600 | 0.380 | 0.356 | 0.591 |
| KR2 | 0.353 | 0.532 | 0.321 | 0.822 |
| KR3 | 0.590 | 0.432 | 0.325 | 0.823 |
| KR6 | 0.267 | 0.475 | 0.250 | 0.730 |
| KR7 | 0.406 | 0.453 | 0.337 | 0.817 |

**Figure 6. Discriminant validity test result on X2**

| | Kinerja Karyawan | Komunikasi interpersonal | Penempatan kerja | Pengembangan Karir |
|---|---|---|---|---|
| KJ1 | 0.472 | 0.401 | 0.804 | 0.240 |
| KJ2 | 0.429 | 0.393 | 0.839 | 0.276 |
| KJ3 | 0.322 | 0.117 | 0.690 | 0.299 |
| KJ6 | 0.357 | 0.390 | 0.829 | 0.271 |
| KJ7 | 0.412 | 0.278 | 0.694 | 0.435 |

**Figure 7. Discriminant validity test result on X3**

| | Kinerja Karyawan | Komunikasi interpersonal | Penempatan kerja | Pengembangan Karir |
|---|---|---|---|---|
| KJ3 | 0.322 | 0.117 | 0.690 | 0.299 |
| KJ6 | 0.357 | 0.390 | 0.829 | 0.271 |
| KJ7 | 0.412 | 0.278 | 0.694 | 0.435 |
| KK1 | 0.876 | 0.583 | 0.386 | 0.382 |
| KK2 | 0.837 | 0.483 | 0.409 | 0.377 |
| KK3 | 0.649 | 0.300 | 0.427 | 0.244 |
| KK7 | 0.600 | 0.380 | 0.356 | 0.591 |

**Figure 8. Discriminant validity test result on Y**

The data results shows that the loading value of each indicator item on its every construct (X1, X2, X3, & Y) is more than its cross loading value. It can be said that all constructs or latent variables already have good discriminant validity.

*Composite Reliability*

| | Composite Reliability |
|---|---|
| Kinerja Karyawan | 0.834 |
| Komunikasi interpersonal | 0.886 |
| Penempatan kerja | 0.881 |
| Pengembangan Karir | 0.876 |

**Figure 9. Composite reliability test result**

The data shows the value of composite reliability for all constructs is more than the value of 0.70. So it can be concluded that all constructs have good reliability and in accordance with the required minimum value.

*Cronbach's Alpha*

| | Cronbach's Alpha |
|---|---|
| Kinerja Karyawan | 0.728 |
| Komunikasi interpersonal | 0.841 |
| Penempatan kerja | 0.831 |
| Pengembangan Karir | 0.821 |

**Figure 10. Cronbach's alpha test result**

The data shows the value of Cronbach's alpha for all constructs is more than 0.60. Thus it can be concluded that all constructs have good reliability in accordance with the required minimum value.

*Inner Model*

The evaluation of the inner model can be done with three analyzes, namely by looking at $R^2$, $F^2$, $Q^2$, and Bootstraping.

*R Square*

**Figure 11. R Square test result**

The results of R² for endogenous latent variables shows that the value of R² is at 0.483 and based on this, the results of the calculation of R² show that R² is moderate or the influence of the independent variable on the dependent variable is moderate.

*F Square*

| ^ | Kinerja Karyawan |
|---|---|
| Kinerja Karyawan | |
| Komunikasi interpersonal | 0.140 |
| Penempatan kerja | 0.127 |
| Pengembangan Karir | 0.068 |

**Figure 12. F Square test result**

Based on this result, it stated as follows:

    a. The influence of interpersonal communication on employee performance has relatively medium level of influence (F-Square Value 0.140).

    b. The influence of career development on employee performance has a relatively small level of influence (F-Square value 0.068).

    c. The effect of work placement on employee performance has a relatively medium level of influence (F-Square value 0.127).

*Q Square*

| | SSO | SSE | $Q^2$ (=1-SSE/SSO) |
|---|---|---|---|
| Kinerja Karyawan | 200.000 | 145.184 | 0.274 |
| Komunikasi interpersonal | 250.000 | 147.945 | 0.408 |
| Penempatan kerja | 250.000 | 151.181 | 0.395 |
| Pengembangan Karir | 200.000 | 123.826 | 0.381 |

**Figure 13. Q Square test result**

From the data above shows that all of Q² values have score more than zero, thus showing the good predictive relevance of the model on endogenous latent variables.

*Bootstraping/Hypothesis Test*

The hypothesis can tested by looking at the value of t-statistics and probability values. For the hypothesis test, it using statistical values, for alpha 5% the t-statistic value used is 1.96. Ha is accepted and Ho is rejected when the t-statistic > 1.96 and if the p-value < 0.05.

| | T Statistics (|O/STDEV|) | P Values |
|---|---|---|
| Komunikasi Interpersonal -> Kinerja Karyawan | 2.763 | 0.006 |
| Penempatan Kerja -> Kinerja Karyawan | 2.860 | 0.004 |
| Pengembangan Karir_ -> Kinerja Karyawan | 1.833 | 0.067 |

**Figure 14. Bootstraping/Hypothesis test result**

Based on the data, it can explained as below:

a. Interpersonal communication variable has a significant effect on the employee performance variable as indicated by the t-statistic of 2,763 > 1,96 and p-value of 0.006 < 0.05.

b. Career development variable has no significant effect on employee performance variable as indicated by the t-statistic of 1,833 < 1,96 and p-value of 0.067 > 0.05.

c. Job placement has a significant effect on the employee performance variable as indicated by the t-statistic of 2,860 > 1,96 and p-value of 0.004 < 0.05.

## CONCLUSION

1. The first hypothesis interpersonal communication variable has a significant effect on the employee performance variable as indicated by the t-statistic of 2,763 > 1,96 and p-value of 0.006 < 0.05. Thus, the higher the interpersonal communication felt by IDN Media Jakarta employees, the higher their performance. On the other hand, the lower the interpersonal communication level of IDN Media Jakarta employees, the lower their performance level. This result is also in accordance with previous research conducted by Winarningsih (2019) with the subject of PT. Wong Bejo Joyo Surabaya and found that interpersonal communication has an impact on employee performance.

2. The second hypothesis career development variable has no significant effect on employee performance variable as indicated by the t-statistic of 1,833 < 1,96 and p-value of 0.067 > 0.05. Thus, the career development perceived by IDN Media Jakarta employees does not affect their performance. This result is also in accordance with previous research by Kaseger (2017) who conducted research at PT. Bank Rakyat Indonesia Manado Branch Office and found the fact that career development does not have a significant effect on employee performance

3. The third hypothesis job placement has a significant effect on the employee performance variable as indicated by the t-statistic of 2,860 > 1,96 and p-value of 0.004 < 0.05. Thus, the better job placement by IDN Media Jakarta, the higher employee performance will be. On the other hand, the bad the job placement of IDN Media Jakarta employees, the lower their performance level. This result is also in accordance with previous research by Afif (2020) who conducted research on CV. Gema Insani Press Depok and found the fact that from a sample of 100 respondents, it found that job placement has a positive and significant effect on employee performance.

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