

# The Effect of Career Development, Employee Engagement, Interpersonal Communication and Work Involvement on the Performance of PT. Indo Dharma Transport

**Chellsa Afridhamita<sup>1</sup>, Herry Krisnandi<sup>2</sup>, Kumba Digdowiseiso<sup>3\*</sup>, Abdul Hafaz Ngah<sup>4</sup>**

<sup>1,2,3\*</sup> Management Study Program, Faculty of Economics and Business, National University, Indonesia

<sup>4</sup> Lecture of Faculty of Business, Economics, and Social Development, Universiti Malaysia Terengganu, Malaysia

Email: <sup>1</sup>chellsafridhamit@gmail.com, <sup>2</sup>herrykrisnandi@civitas.unas.ac.id,

<sup>3\*</sup>kumba.digdo@civitas.unas.ac.id, <sup>4</sup>abdulhafazngah@umt.ac.my

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## ABSTRACT

The purpose of this study is to determine the effects of Career Development, Employee Engagement, Interpersonal Communication and Job Involvement for the Employee performance of PT. Indo Dharma Transport. The results of this study indicate that there is a positive and significant influence Career Development, Employee Engagement, Interpersonal Communication and Job Involvement on Employee Performance PT. Indo Dharma Transport. Regression equation  $Y = 0.234 (X1) + 0.305 (X2) + 0.181 (X3) + 0.221 (X4)$  be predicted about the ups and downs or the size of employee performance or the increase of employee performance at PT. Indo Dharma Transport. This is because the condition of the required needs of employees, so that PT. Indo Dharma Transport should pay attention to factors that have a positive influence for employee performance, so that the performance of employees of PT. Indo Dharma Transport can increase and employees will continue to improve their performance.

Keywords: Career Development, Employee Engagement, Interpersonal Communication, Job Involvement and Employee Performance PT. Indo Dharma Transport.

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## INTRODUCTION

An agency is founded because it has goals to achieve. In achieving its goals, each agency is influenced by the behavior and attitudes of the people in the agency. Therefore, success in achieving these goals depends on the reliability and ability of employees in operating the work units in the agency, because the agency's goals can only be achieved because of the efforts of the actors in each agency.

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A company can run according to expectations if there are people in it with the same goal, namely the desire to provide the best results to the company and provide increased profits and development in a better direction. In managing human resources, management is needed that is able to manage resources systematically, planned and

efficiently in order to be able to provide optimal contributions in efforts to achieve company goals.

Human resource management is the science and art of managing role and workforce relationships so that they are effective and efficient in helping to realize the goals of the company, employees and society (Hasibuan 2013).

According to (Marwansyah 2012) career development is self-development activities undertaken by someone to realize their personal career plans.

Employee engagement is an idea in organizational behavior that has gained traction in recent years. This attraction arises because employee engagement influences the company's overall performance. It has been defined by one of the leading research organizations as a high emotional connection that an employee feels towards his organization that influences him to exert greater and greater effort towards his work (Risher, 2010).

Interpersonal communication is the process of exchanging information between people that can be known in return (direct communication) (Suranto 2011). Lack of receiving maximum feedback and poor delivery of messages will cause problems in the future for employees.

According to Lodahl & Kejner in Aryaningtyas (2013) work engagement is defined as the extent to which a person identifies psychologically with their work or the importance of work in the individual's self-image.

PT. Indo Dharma Transport is now one of the leading shipping bureaus and logistics services companies in Indonesia with extensive experience and professionalism. PT. Indo Dharma Transport focuses on business services such as shipping agents. Together with other subsidiaries, PT. Handil Bhakti Persada (PT. HBP), it also provides logistics such as loading and unloading, heavy equipment support, customs and export / import documentation, barges, various rental sizes, and grabs rental.

In the main parts of carrying out the company's activities, the author obtained some data which shows that the performance of PT. Indo Dharma Transport employees is not yet optimal, one of which is the average value in the recapitulation data of employee performance scores at PT. Indo Dharma Transport which is still not identified. Optimal employee performance.

The results of the author's research found data on employee performance achievements based on PT activity performance indicators. Indo Dharma Transport for the last 4 years in 2014 – 2017. In 2014, the total employee performance realization was 60%, which this year was the lowest average percentage of employee performance recapitulation at PT Indo Dharma Transport, because of this, in 2015 employee performance began to improve, total performance realization rose to 85 % in the following year was also the same, in 2016 the total performance realization was 87%, while in 2017 it was 85%.

The purpose of this research is to analyze the influence of career development, employee engagement, interpersonal communication, and work involvement on employee performance at PT. Indo Dharma Transport.

## **RESEARCH METHODS**

### **Object of research**

The object of research in writing this thesis is employee performance which is influenced by Career Development, Employee Engagement, Interpersonal Communication, and Work Engagement. The research place is PT. Indo Dharma Transport, Jakarta.

### **Population and Sample Population**

Population is the area or place that is the source of research. This is reinforced by the opinion of Sugiyono (2017: 80), stating that population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this research, the population that will be used is all employees who work at PT. Indo Dharma Transport, totaling 144 employees.

### **Sample**

In line with what was stated by Sugiyono (2017: 81) who stated that the sample is part of the number and characteristics of the population. The sample is considered to be representative of the population whose results represent all the symptoms observed. The data analyzed in a study is measurement data obtained from samples. The sampling method used is Probability Sampling, which means that each element of the population has the same probability of being selected through systematic calculations.

## **RESULTS AND DISCUSSION**

### **Characteristics Based on Gender**

It can be said that the number of respondents at PT. Indo Dharma Transport is 106 people. Type sex man amount 80 people with a percentage (75%) and for Jenin sex woman amount 26 people with a percentage (25 %).

### **Characteristics of Respondents Based on Age**

It can be said that the number of respondents aged 20-35 years was 69 people with a percentage of (65%), while for respondents aged 36-49 years there were 26 people with a percentage of (25%), and for respondents aged over 50 year as many as 11 people with a percentage of (10%).

### **Characteristics of Respondents Based on Education**

Can \_ said that the number of respondents who have level High school/ equivalent education was 43 people with a percentage of (41 %), while for respondents who had level 43 people with D3 level education percentage (41 %), and for the number of respondents by level 10 people with bachelor level education percentage (9 %) and for the number of respondents level 10 people with master's level education percentage (9 %).

### **Characteristics of Respondents Based on Years of Work**

Can said that the number of respondents who have level of 2-5 years of service as much as possible 36 people with a percentage (34 %) while for respondents who have The level of working period 6-15 years is 50 people with a percentage of (47 %) and for respondents who have level of 1 5 year work period > 20 people with a percentage of (19 %).

### **Complete Results of Research Estimates Data Description**

Based on the results of descriptive statistical analysis, it can be seen from the total mean of each variable. Career Development ( $X_1$ ) reached a mean value of 4.39, which means that the majority of respondents agreed that the extrinsic motivation provided was good. Employee Engagement ( $X_2$ ) reached a mean value of 4.39, which means that the majority of respondents agreed that the work innovation being developed was good. Interpersonal Communication ( $X_3$ ) reached a mean value of 4.30, which

means that the majority of respondents agreed that the non-physical work environment implemented was good. Kaizen Culture (X4) reached a mean value of 4.43, which means that most respondents agreed that the kaizen culture implemented in the office was good. Performance (Y) reached a mean value of 4.47, which means that the majority of respondents agreed that the resulting employee performance was good.

**Validity and Reliability Test**

Based on the validity and reliability testing that has been carried out, all statement items are declared valid and reliable.

**Normality test**

The normality test is used to determine whether the data population is normally distributed or not. The data normality test can be carried out using the Kolmogorov – Smirnov test. The application of the Kolmogorov – Smirnov test is that if it is significant below 0.05, it means that the data to be tested has a significant difference from standard normal data, meaning the data is not normal.

**Normality Test Results**

Based on the results of the Kolmogorov – Smirnov Test above, the unstandardized residual Kolmogorov Asymp.Sig (2-tailed) is 0.396, which means it is greater than 0.05, indicating that the data in the research variables are normally distributed.

**Test Autocorrelation**

Test Autocorrelation It is useful to find out whether in a linear regression model there is a strong, positive relationship nor negative between data on variables research. In testing autocorrelation researcher using the Durbin-Watson (DW) method.

**Autocorrelation Test Results Heteroscedasticity Test**

The heteroscedasticity test using the Gletjer test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model means that heteroscedasticity does not occur.

**Table 1. Test Results Heteroscedasticity**

ejser test		Coefficientsa
Model		Sig.
1	(Constant)	,001
	PK	,119
	EE	,391
	KI	,205
	K.K	,782

Dependent Variable: RES2

Source: Processed from 2019 questionnaire data

Based on The heteroscedasticity test using the Gletjer method obtained a significance value greater than 0.05, so it can be said that the data did not have heteroscedasticity problems.

### Multicollinearity Test

The multicollinearity test can be seen from the Variance Inflation Factor (VIF) and Tolerance values. If the VIF value is less than 10 and Tolerance is more than 0.1 then it is stated that multicollinearity does not occur. A good regression model does not have perfect or near perfect correlation between the independent variables (multicollinearity).

### Multicollinearity Test Results

**Table 2. Regression Model**

Collinearity Statistics	
Tolerance	VIF
.506	1,972
.383	2,612
.472	2,121
.579	1,728

The results above show that the four VIF values of the variables are <10 and the Tolerance value is more than 0.1, which means that the regression model does not contain multicollinearity.

**Multiple Linear Regression Analysis** The regression model used is:

$$Y = X_1 + X_2 + X_3 + X_4$$

Information:

- Y = Employee Performance
- X<sub>1</sub> = Career Development
- X<sub>2</sub> = Employee Engagement
- X<sub>3</sub> = Interpersonal Communication
- X<sub>4</sub> = Work Engagement

**Table 3. Results of Multiple Linear Regression Analysis**

Model	Coefficients <sup>a</sup>			Sig.
	Unstandardized Coefficients	Standardized Coefficients	t	
	B	Beta	Std. error	
(Constant)	2,819		0,984	2,864,005
PK	,234		,032	,2857,340,000
EE	,305		,037	,3708,265,000
KI	,181		,032	,2045,610,000
K.K	,221		,033	,2736,776,000

Based on the table, the multiple linear regression equation is as follows:

$$Y = 2.819 + 0.234 (X_1) + 0.305 (X_2) + 0.181 (X_3) + 0.221 (X_4)$$

Information:

- Y = Employee Performance
- X<sub>1</sub> = Career Development
- X<sub>2</sub> = Employee Engagement
- X<sub>3</sub> = Interpersonal Communication
- X<sub>4</sub> = Work Engagement

- 1) Career Development ( $X_1$ ) has a regression coefficient = 0.234, it can be explained that, if Employee Engagement, Interpersonal Communication and Work Involvement are assumed to be constant then, every 1 point increase in career development will affect employee performance by 0.234. The career development coefficient with Employee Performance is positive 0.234. This means that there is a positive influence even though the value is not too big if it is presented at 23.4%. Because every 1 point increase in career development will affect employee performance.
- 2) Employee Engagement ( $X_2$ ) has a regression coefficient = 0.305, it can be explained that, if career development, interpersonal communication and work involvement are assumed to be constant then, every 1 point increase in employee engagement will affect employee performance by 0.305. The coefficient of employee engagement with employee performance is positive 0.305. This means that there is a positive influence even though the value is not too big if it is presented at 30.5%. Because every 1 point increase in employee engagement will have an effect on employee performance.
- 3) Interpersonal Communication ( $X_3$ ) has a regression coefficient = 0.181. It can be explained that, if career development, employee engagement and work involvement are assumed to be constant, then every 1 point increase in interpersonal communication will affect employee performance by 0.181. The coefficient of interpersonal communication with employee performance is positive 0.181. This means that there is a positive influence even though the value is not too big if it is presented at 18.1%. Because every 1 point increase in interpersonal communication will affect employee performance.
- 4) Work Engagement ( $X_4$ ) has a regression coefficient = 0.221. It can be explained that, if career development, employee engagement and interpersonal communication are assumed to be constant, then every 1 point increase in work engagement will affect employee performance by 0.221. The coefficient of work engagement and employee performance is positive 0.221. This means that there is a positive influence even though the value is not too big if it is presented at 22.1%. Because every 1 point increase in work engagement will affect employee performance.

#### F test

The F test is used to test the significance of the regression coefficients together, namely whether the independent variables have an influence on the dependent variable which is tested at a significance level of 0.05. In this case, the ANOVA table is used to test the significant influence of career development, employee engagement, interpersonal communication, and work involvement together on employee performance.

#### F Test Results

**Table 4. ANOVAb**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	716,183	4	179,046	301,177	,000 <sup>a</sup>
Residual	60,043	101	,594		
Total	776,226	105			

a. Predictors: (Constant), PK, EE, KI, KK

b. Dependent Variable: K

Source: Processed from 2019 questionnaire data

It can be explained that the F value shows a significance value of 0.000 < 0.05. This means that career development, employee engagement, interpersonal

communication, work involvement have a positive and significant effect on employee performance at PT. Indo Dharma Transport. **Coefficient of Determination Test (R<sup>2</sup>)**

Determination analysis aims to measure how far the model's ability to explain variations in the dependent variable can inform whether or not the estimated regression model is good.

**Table 5. Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square
1	,861 <sup>a</sup>	,823	,820

a. Predictors: (Constant), KK, KI, PK, EE

b. Dependent Variable: Employee Performance

Source: SPSS 19.0 Processed Data

The coefficient of determination (R<sup>2</sup>) was obtained<sup>at</sup> 0.823, which means that the level of employee performance variables can be influenced by career development, employee engagement, interpersonal communication, work involvement by 82.3%, while the remaining 17.7% is influenced by other factors. Not discussed in this study.

**Table 6. Hypothesis test**

Model	Coefficients <sup>a</sup>			Sig.
	Unstandardized Coefficients	Standardized Coefficients	t	
	B	Beta	Std. error	
(Constant)	2,819		0,984	2,864,005
PK	,234		,032	,285 7,340,000
EE	,305		,037	,370 8,265,000
KI	,181		,032	,204 5,610,000
K.K	,221		,033	,273 6,776,000

a. Predictors: (Constant), PK, EE, KI, KK

b. Dependent Variable: KK

Source: Processed from 2019 questionnaire data

The t test is used to determine whether partially each independent variable means extrinsic motivation, work innovation, non-physical work environment and kaizen culture have a positive effect on employee performance. **Hypothesis**

**Test Results**

It can be concluded that the results of the t test are as follows:

1. Variable Career Development (X<sub>1</sub>) has t<sub>count</sub> as big as 7,340 with levels significant 0.000 (0.000 < 0.05) then H<sub>o</sub> rejected and H<sub>a</sub> is accepted which means the Career Development variable influential positive and significant impact on PT employee performance. Indo Dharma Transport.
2. Variable Employee Engagement (X<sub>2</sub>) has t<sub>count</sub> as big as 8,265 with levels significant 0.000 (0.000 < 0.05) then H<sub>o</sub> rejected and H<sub>a</sub> is accepted which means the Employee Engagement variable influential positive and significant impact on PT employee performance. Indo Dharma Transport.

3. Variable Interpersonal Communication has  $t_{count}$  amounting to 5,610 with levels significant 0.000 ( $0.000 < 0.05$ ) then  $H_0$  rejected and  $H_a$  is accepted, which means the Interpersonal Communication variable has an effect positive and significant impact on PT employee performance. Indo Dharma Transport.
4. Variable Work Engagement has  $t_{count}$  as big as 6,776 with levels significant 0.000 ( $0.000 < 0.05$ ) then  $H_0$  is rejected And  $H_a$  is accepted which means the Work Involvement variable influential positive And significant impact on PT employee performance. Indo Dharma Transport.

## CONCLUSION

Based on the results of data analysis and discussion, research regarding the influence of Career Development, Employee Engagement, Interpersonal Communication and Work Engagement on PT Employee Performance. Indo Dharma Transport concluded several findings. First, career development has a positive and significant effect on employee performance, indicating that reducing the value of down payments and installment periods can increase motorbike sales. Second, employee engagement has a positive and significant effect on employee performance, indicating that the higher the employee engagement, the better the employee's performance. Third, interpersonal communication has a positive and significant effect on employee performance, indicating that efforts to improve communication between employees can improve performance. Fourth, work engagement has a positive and significant effect on employee performance, indicating that employees who are actively involved in work tend to have better performance. Therefore, the author provides advice to PT. Indo Dharma Transport to improve career development, maintain employee engagement, improve interpersonal communication, and strengthen work engagement. This can be achieved by clearer career planning, strengthening employee perceptions of work, increasing the effectiveness of interpersonal communication, and motivating employees to be more involved in work.

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