

The Effect of Employee Development and Interpersonal Communication on Employee Performance (Case Study on Employees of PT Astra Agro Lestari)

Refi Radhea Prihambodo¹, Ziddan Fahreri Rabbani², Rafiq Maulidiansyah³, Guntur Ari Saputra⁴, Ilham Julianto⁵, Muhammad Arya Dirgantara^{6*}

Universitas Islam Jakarta

Corresponding Author: Muhammad Arya Dirgantara aryadirgan16@gmail.com

ARTICLE INFO

Keywords: Employee Development, Interpersonal Communication, Employee Performance

Received : 2 November

Revised : 21 December

Accepted: 20 January

©2025 Prihambodo, Rabbani, Maulidiansyah, Saputra, Julianto, Dirgantara: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This research examines the influence of employee development and communication on employee performance at PT Astra Agro Lestari, a company operating in the plantation and agro-industry sectors. This research uses quantitative methods with data measurement using the Liekert scale. Data was collected through questionnaires distributed to employees at various levels. Data analysis was carried out using the SPSS application to measure the relationship between employee development variables, interpersonal communication, and employee performance. The research results show a positive and significant influence between employee development variables (x1) and interpersonal communication (x2) on employee performance (y)

INTRODUCTION

Employee performance is one of the key factors that determine the success of a company. At PT Astra Agro Lestari which is located at Kw. Pulo Gadung Industry, Pulo Ayang Raya, RW. 9, RW.9, Jl. Rw. Gelam V Blok 1-2, Jatinegara, Kec. Cakung, East Jakarta City, Special Capital Region of Jakarta, which is engaged in agriculture and to achieve these goals and objectives, the company carries out and carries out business activities in the field of plantations and agro-industry, employee performance is greatly influenced by employee development and a interpersonal communication in the organization. With increasing competition in the market, it is important for companies to ensure that employees have the necessary skills and knowledge and can communicate well.

According to Bersin J (2020), employee development should focus on continuous learning and technology. According to Noe (2020), employee development is the process of preparing employees for future tasks through various activities, such as: Education, Formal training, Work experience, Interpersonal and personality assessment, Skills and abilities. According to Andrew E. Sikula (2019), employee development is a long-term educational process that is carried out in a systematic and organized manner.

According to Suranto in Aulia Monika, Suhairi (2021: 19) Interpersonal Communication is a process of conveying thoughts or information from one person to another in a certain way so that the other person understands what is meant by conveying thoughts or information. According to Bambacas in Desi Nofia, Yasri, and Abror (2019: 582) interpersonal communication is an activity of organizing, controlling and planning.

According to Rofiliana & Rofiuddin (2021), explaining that performance is the result of an employee's work during a certain period compared to various possibilities such as standards, targets, goals or criteria that have been determined in advance and agreed upon together. According to Mathis and Jackson (2023), employee performance is the action or inaction of employees to improve company or organizational performance. Adhari (2020: 77) says that employee performance is the result produced by certain job functions or activities in certain jobs during a certain period of time, which shows the quality and quality of work.

In the context of PT Astra Agro Lestari, employee development and effective interpersonal communication not only contribute to improving individual productivity, but also impact the overall performance of the company. Therefore, this study aims to explore the influence of these two factors on employee performance, so that the company can formulate better strategies in human resource management.

Against this background, it is important to evaluate how employee development and interpersonal communication can support each other in creating productive and competitive employee performance.

LITERATURE REVIEW

Employee Development

Employee development has an important role in a company. When employees are required to keep up with the times, of course, effective employee development is needed.. According to Saks and Haccoun (2023) employee development is a strategic process that focuses on improving employee capabilities through various forms of learning and development, such as training, mentoring, coaching, and job rotation with the aim of improving individual performance and the organization as a whole. Employee development includes various training, education, and skill enhancement programs that aim to improve individual competencies. When employees feel cared for and get opportunities to develop themselves, they tend to be more motivated and productive in their work. With the help of human resource development, employees can improve their ability to cope with increasingly diverse and complex work challenges (Aji & Mala, 2024).

Interpersonal Communication

Interpersonal communication is two-way connection. Interpersonal communication is the process of communication process that occurs between two or more people in a social environment that is interdependent each other, where each individual is involved in exchanging information, ideas, and feelings through messages exchange information, ideas, and feelings through verbal and nonverbal messages. This process involves communicator or message sender who has a message or information to convey. According Hidayati (2020) Interpersonal communication can be defined as the process of exchanging meaning between people who communicate with each other. Communication occurs face to face between two individuals.

Employee Performance

The development of an organization cannot be separated by performance, a necessity for every employee to achieve good performance so that the main objectives of employees to achieve good performance so that the main objectives of the company can be achieved, this certainly cannot be separated from the quality and capacity of employees in doing a job work. Employee performance is the result of work achieved by an employee who shows the quality and quantity in carrying out all his duties in accordance with his duties shows the quality and quantity in doing all his duties in accordance with the responsibilities given to him (Amavisca & Sukarno, 2023). Furthermore, that

performance is the contribution that members of the organization make to the achievement of organizational goals (Pasaribu et al., 2022). employee performance is work performance or work output, both quality and quantity achieved by employees in unity results (output) both quality and quantity achieved by employees in a period of time in carrying out their work duties in accordance with their responsibilities period of time in carrying out his work duties in accordance with the responsibilities given to him (Parashakti & Setiawan, 2022).

Hypothesis

The Relationship between Employee Development and Employee Performance

As globalization brings major changes to the business world, companies must strengthen the foundation of advanced human resource management through innovation in employee development. Given the dynamics of change and intense competition, employee development is becoming increasingly important. Good development enhances a person's skills in addition to creating an organizational culture that supports innovation and learning. Companies can gain a competitive advantage by improving the ability of their employees to adjust to change. This is in accordance with previous research by Cindy Fadhilatul Laila (2024) with the title “The Effect of Employee Development and Work Facilities on Employee Performance at PT Dagsap Endura Eatore South Jakarta”, which says there is a significant influence between employee development and employee performance.

The Relationship between Interpersonal Communication and Employee Performance

Interpersonal communication in organizations acts as a bridge that connects management and employees. Good communication can improve understanding of company goals, clarify expectations, and facilitate collaboration between teams. Lack of clarity or lack of communication can lead to misunderstandings, which in turn can hinder productivity. Which means that the better the interpersonal communication skills, the impact on improving employee performance. This is in line with research by Fransiska Vandela (2021) with the title “The Effect of Information Technology Use and Interpersonal Communication Skills on Employee Performance of PT Sinar Alam Cahaya Mentari Ketapang” with the results that there is a positive relationship between interpersonal communication and employee performance.

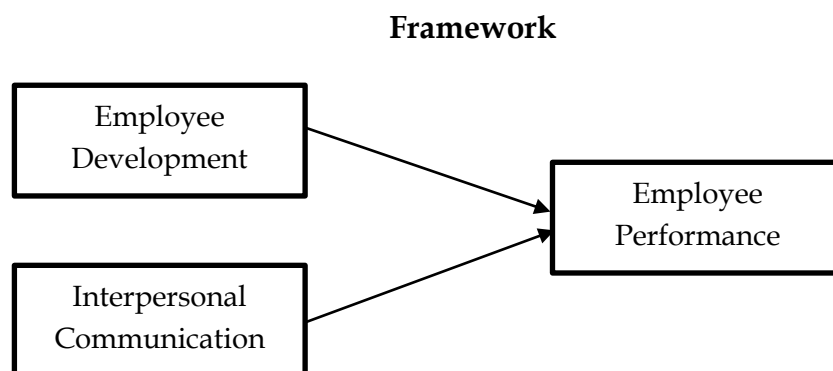


Figure 1. Conceptual Framework

Object of Research

The object of this research is employees at PT Astra Agro Lestari Kw. Pulo Gadung Industry, Pulo Ayang Raya, RW. 9, RW.9, Jl. Rw. Gelam V Blok 1-2, Jatinegara, Kec. Cakung, East Jakarta City, Special Capital Region of Jakarta. The research was conducted by distributing questionnaires to 50 respondents.

Research Design

The research method used in this study is a quantitative research method with a correlational approach. Quantitative research according to Sugiyono (2020, p. 16) is a research method based on the philosophy of positivism, as a scientific or scientific method because it fulfills scientific rules concretely or empirically, objectively, measurably, rationally, and systematically. Research with a quantitative approach emphasizes the analysis of numerical data (numbers) and then analyzed using appropriate statistical methods. The variables in this writing are Employee Development and interpersonal communication as independent variables to Employee Performance as dependent variable.

Population

According to Sugiyono (2010) in (Nasution & Aramita, 2024) population is a generalization area consisting of subject objects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population used is employees at PT Astra Agro Lestari which totals 50 of respondents

Sample

The research sample according to Sugiyono (2016) in (Br. Sitinjak & Nirmala Sari, 2024) is part of the number and characteristics possessed by the population. The sampling technique taken by this research is quota sampling, which is a sampling technique carried out by determining in advance the amount of sampling that will be used later.

Data Analysis

Data analysis is a series of activities in research, where data from respondents are grouped, tabulating data based on variables and types of respondents, presenting data for each variable studied, performing calculations to answer problem formulations, and performing calculations to test hypotheses that have been proposed. by analyzing data can give meaning and meaning that is useful in solving research problems, in the process of calculating researchers using tools in the form of computer program applications IBM SPSS Statistic 25 for Windows.

Data Collection Techniques

Type of Data The data used in this research is primary data. Primary data is data obtained directly from the field through the process of surveys and observations. Data Collection Techniques The data collection technique in this study was a questionnaire. This questionnaire method is used to find out the opinions and answers of respondents regarding variables of employee development, interpersonal communication, and employee performance.

The scale used in data measurement, namely using a Likert scale. Likert scale is a scale used to see or describe the perceptions, attitudes or opinions of individuals or groups related to an event. and there is a weighted value or score in the question.

RESULTS

A. Validity Test

The validity test is used to measure whether a questionnaire is valid or not. The questionnaire is declared valid if the value of $r_{\text{count}} > r_{\text{table}}$, while the r_{table} in this test is 0.279.

Table 1. Validity Test Results
Employee Development (X1)

Code	Corrected Item Value Total Correlation/ r_{Count}	Sig.	r_{table}	Description
X1.1	0,686	000	0,279	Valid
X1.2	0,762	000	0,279	Valid
X1.3	0,744	000	0,279	Valid
X1.4	0,684	000	0,279	Valid
X1.5	0,748	000	0,279	Valid
X1.6	0,754	000	0,279	Valid

Based on the validity test results in table 1 with the Employee Development variable, it shows that the questions regarding Employee Development at PT Astra Agro Lestari are declared valid and can be used in research, because $r_{\text{count}} > r_{\text{table}}$.

Table 2. Validity Test Results Interpersonal Communication (X2)

Code	Corrected Item Value Total Correlation/ r_{Count}	Sig.	r_{table}	Description
X2.1	0,764	000	0,279	Valid
X2.2	0,735	000	0,279	Valid
X2.3	0,751	000	0,279	Valid
X2.4	0,486	000	0,279	Valid
X2.5	0,558	000	0,279	Valid
X2.6	0,753	000	0,279	Valid

Based on the validity test results in table 2 with the interpersonal communication variable, it shows that the questions regarding communication

at PT Astra Agro Lestari are declared valid and can be used in research.
Because $r_{\text{count}} > r_{\text{table}}$

Table 3. Validity Test Results Employee Performance (Y)

Code	Corrected Item Value Total Correlation/ r Count	Sig.	r Table	Description
Y1.1	0,833	000	0,279	Valid
Y1.2	0,784	000	0,279	Valid
Y1.3	0,703	000	0,279	Valid
Y1.4	0,798	000	0,279	Valid
Y1.5	0,535	000	0,279	Valid
Y1.6	0,590	000	0,279	Valid

Based on the results of the Validity Test in table 3 with the Employee Performance variable, it shows that the questions regarding employee performance at PT Astra Agro Lestari are declared valid and can be used in conducting research, because the value of $r_{\text{count}} > r_{\text{table}}$ is 0.279.

B. Reliability Test

Table 4. Reliability Test Results

NO	VARIABLES	CRONCHBACH'S ALPHA	Critical	Connections
1	Employee Development	0, 817	0,600	Reliable
2	Interpersonal Communication	0, 773	0,600	Reliable
3	Employee Performance	0, 790	0,600	Reliable

The variable can be said to be reliable if it has a Cronbach's alpha value of ≥ 0.60 . Based on the 3 tables above, it can be seen that the Cronbach's alpha of the employee development variable is 0.817 and Interpersonal Communication is 0.773 so that it can be said to be reliable.

C. Partial Test (T)

Basically, the t test shows how far the influence of one independent variable individually in explaining the variation in the dependent variable is tested at the 0.05 significance level or by comparing the t table value (1.673) with the t count. Basis for Decision Making: If the probability (sig value) > 0.05 or $-t_{\text{table}} < t_{\text{count}} < t_{\text{table}}$, H_0 is not rejected. If the probability (sig value) < 0.05 or $t_{\text{count}} < -t_{\text{table}}$ or $t_{\text{count}} > t_{\text{table}}$, H_0 is rejected $t_{\text{table}} = t(\alpha / 2; n-k-1)$

$$t_{\text{table}} = t(0.05/2; 50-2-1) = t(0.025; 47)$$

t_{table} can be seen at df 47 which is 2.011

Table 5. T Test Results Employee Development (X1)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.150	2.087		2.468	.017
	Pengembangan Karyawan	.769	.084	.799	9.197	.000

From the results of calculations with SPSS for employee development variables, obtained t count 11.665 > t table 2.011 and a significant value of 0.000. The significant value of t is smaller than the predetermined significant level of 0.05. This means that H0 is accepted and Ha is rejected, so it can be concluded that employee development has a positive effect on employee performance.

Table 6. T Test Results Interpersonal Communication (X2)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.237	3.170		4.176	.000
	Komunikasi Interpersonal	.446	.128	.450	3.490	.001

From the results of calculations with SPSS for interpersonal communication variables, obtained t count 7.666 > t table 2.011 and a significant value of 0.181. The significant value of t is smaller than the predetermined significant level of 0.05. This means that H0 is accepted and Ha is rejected, so it can be concluded that interpersonal communication has a positive effect on employee performance.

D. The F Simultan Test

Table 7. F Test (Simultan)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	212.813	2	106.407	47.044	.000 ^b
	Residual	106.307	47	2.262		
	Total	319.120	49			

From the table above, it can be seen that the significance value for employee development (x1) and interpersonal communication (x2) on employee performance (y) is 0.000 < 0.05, and f count 47.044 > f table value 3.195. This means that there is a significant effect of employee development (x1) and interpersonal communication (x2) on employee performance (Y).

CONCLUSIONS AND RECOMMENDATIONS

A. The Effect of Employee Development on Employee Performance

From the results of the above research, it shows that there is an influence between employee development on employee performance as shown in the Validity Test which states that it is Valid, the Reliability Test which states that it is Reliable and the T test which states that there is a positive influence between interpersonal communication and employee performance.

B. The Effect of Interpersonal Communication on Employee Performance

From the results of the above research, it shows that there is an influence between the work environment on employee performance as shown in the Validity Test which states that it is Valid, the Reliability Test which states that it is Reliable and the T test which states that there is a positive influence between the work environment and employee performance. The results of this test are in accordance with previous research conducted by Fredy Fauzar (2023) which states that interpersonal communication affects employee performance.

FURTHER STUDY

The author realizes that this research is not perfect, therefore the author hopes that other research in the future can be better than this research

ACKNOWLEDGMENT

Thank you to all those who have helped complete this journal. Especially to PT Astra Agro Lestari who has been willing to be a sample and respondent in this study. And also thanks to the lecturer and mentor, Mrs. Ratih, who helped a lot in writing this research.

REFERENCES

- Anggarini, C., & Ritonga, D. H. (n.d.). Komunikasi Interpersonal. Retrieved December 28, 2024, from <https://jurnal.unived.ac.id/index.php/mude/article/view/2611/2124>
- BAB II KAJIAN PUSTAKA, KERANGKA PEMIKIRAN, DAN HIPOTESIS 2.1 Kajian Pustaka 2.1.1 Sistem Kerja Kontrak 2.1.1.1 Definisi Sistem Kerja Kontrak. (n.d.).
- Laila, C. F., Shahab, N. D., & Taryanto. (n.d.). Pengaruh Pengembangan Karyawan dan Fasilitas Kerja Terhadap Kinerja Karyawan Pada PT Dagsap Endura Eatore Jakarta Selatan. Retrieved December 28, 2024, from <https://j-innovative.org/index.php/Innovative/article/view/14537/9708>
- Silviana, F., & Novriansyah, Y. (2023). Pengembangan Sumber Daya Manusia terhadap Kinerja Dosen Dimediasi Motivasi pada Universitas Muara Bungo. 2(4).
- View of Pengaruh Penggunaan Teknologi Informasi Dan Kemampuan Berkomunikasi Interpersonal Terhadap Kinerja Karyawan. (n.d.). Retrieved December 28, 2024, from <https://ejournal.uika-bogor.ac.id/index.php/manajemen/article/view/4913/2849>
- View of Peran Kemampuan Komunikasi Interpersonal Pendidik Dalam Menumbuhkan Self-Efficacy. (n.d.). Retrieved December 28, 2024, from <https://edujavare.com/index.php/Aafiyah/article/view/207/163>

- Mon, M. D., & Mulyadi, S. (2021). Pengaruh Kompensasi, Pelatihan dan Pengembangan, Pemberdayaan Karyawan Terhadap Turnover Intention dan Kepuasan Kerja Sebagai Mediasi di Hotel Berbintang Kota Batam. *CoMBInES-Conference on Management, Business, Innovation, Education and Social Sciences*, 1(1), 2165–2177. <https://journal.uib.ac.id/index.php/combin/es/article/view/4752>
- Nuryadi, H., Widayati, C., & Dan Mukti Rahardjo, T. (2017). Pengaruh Komunikasi Dan Pengembangan Karier Terhadap Kinerja Karyawan (Studi Kasus Pada Karyawan Pt Ideal Fastener Indonesia). *Jurnal Ilmiah Manajemen Bisnis*, 3(2), 170–188. <https://publikasi.mercubuana.ac.id/index.php/jimb/article/view/3847/2015>
- Suhendro, P. P., Zakiatuzzahrah, Z., & Sofiaty, D. R. (2022). Pengaruh Komunikasi Efektif Terhadap Kinerja Karyawan CV Centrum Teknik Diesel Jakarta. *GANDIWA Jurnal Komunikasi*, 2(2), 34–44. <https://doi.org/10.30998/g.v2i2.1454>
- Syarif, M. (2019). No Pengaruh Pengembangan Sumber Daya Manusia Terhadap Peningkatan Produktivitas Kerja Karyawan Pada Pt.Bank Rakyat Indonesia Unit Bila Sidrap. 1–23.
- Yosephine, D. C., & Yosephine, D. C. (2020). Pengaruh Gaya Kepemimpinan, Pengembangan SDM, Dan Komunikasi Terhadap Kinerja Karyawan Pada PT.Miduk Arta. Niagawan, 9(3), 172. <https://doi.org/10.24114/niaga.v9i3.19353>
- Yulinda, A. T., Febriansyah, E., & Riani, F. S. (2005). Pengaruh Store Atmosphere Dan Kualitas Produk terhadap Keputusan Pembelian Nick Coffee Kota Bengkulu. *Jurnal Aplikasi Bisnis E-ISSN: 2407-5523 ISSN :2407-3741*, 9(1), 7–12. repository.upi.edu
- Anggraini, C., Ritonga, D. H., Kristina, L., Syam, M., & Kustiawan, W. (2022). Komunikasi Interpersonal. *Jurnal Multidisiplin Dehasen (MUDE)*, 1(3), 337–342. <https://doi.org/10.37676/mude.v1i3.2611>
- Eryana, E., & Indah, A. (2020). Pengaruh Rekrutmen Dan Pengembangan Karyawan Terhadap Kinerja Karyawan Di Radio Republik Indonesia (RRI) Bengkulu. *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita*, 9(1), 15–24. <https://doi.org/10.46367/iqtishaduna.v9i1.207>
- Kasus, S., & Daya, C. (2015). Linda Indriyani.
- Sulistien, S., Marwanto, I. H., Rahayu, B., & Laely, N. (2022). Pengaruh Pengembangan Karyawan terhadap Kinerja Karyawan dengan Kompetensi sebagai variabel intervening pada KSP Duta Mandiri Makmur Kediri. *JIMEK: Jurnal Ilmiah Mahasiswa Ekonomi*, 5(2), 214–230. <https://doi.org/10.30737/jimek.v5i2.4047>
- Pola Komunikasi Interpersonal Dalam Meningkatkan Kinerja Karyawan. In *At-Tawassuth: Jurnal Ekonomi Islam: Vol. Viii (Issue I)*.
- Yuliyanty, A., Afriyani, F., & Lazuardi, S. (2024). Pengaruh Pelatihan Dan Pengembangan Karyawan Terhadap Kinerja Karyawan Di Dinas Koperasi Dan Usaha Kecil Menengah *Jurnal Ekonomi Manajemen*, 28(5), 161–169. <https://jurnalhost.com/index.php/jekma/article/view/107>