

EFFECT OF COMPLEXITY OF WORK, CAREER DEVELOPMENT, ORGANIZATIONAL COMMUNICATION ON THE PERFORMANCE OF EMPLOYEES

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Abstract: This study aims to examine several factors that can influence employee performance including work complexity, career development, and organizational communication. The sample used was 76 Bank “X” employees in Surakarta City. The sampling method uses the survey sampling method. The type of data used is primary data. The data analysis method uses multiple regression with the help of SPSS 23. The coefficient of determination test results shows that the complexity of work, career development and organizational communication can explain employee performance by 50.3% while the remaining 49.7% employee performance will be explained by other factors outside the three research variables. The results of the hypothesis test analysis show the conclusion that work complexity, career development, and organizational communication affect employee performance.

Keywords: *Job Complexity, Career Development, Organizational Communication, Employee Performance*

1. Introduction

Competition in the business world including the banking sector is experiencing very tight competition. The banking industry was faced with the era of the industrial revolution 4.0 which required banks to adjust their business to these conditions in order to remain able to compete with other banking companies. The emergence of increasingly advanced technologies and increasingly critical patterns of thinking of the public have an impact on the magnitude of the demand for banking companies to be able to bring up new innovations in order to attract customers and be able to show good performance in order to be able to maintain their customers. Innovation will not run without good performance and good performance cannot be achieved without the support of reliable human resource.

Banking companies as service companies where almost all of their business activities are managed and run by employees as their human resources. Therefore employee performance will provide a very significant influence on company performance. Good employee performance will have a positive impact on company performance (Lu et al., 2015; Victoria, 2019).

However, to improve the performance of good employees is not easy. The company needed an effort to improve the performance of employees. Several studies have shown several factors that affect employee performance including work complexity (Benish & Raza, 2017; Gomaa, 2005), career development (Kurniawan. et al., 2018; Nasution et al., 2018) and organizational communication (Rukmana et al., 2018; Titang, 2016).

The complexity of the work is a job that is not structured, confusing, difficult and consists

of many parts but have differences from one another and are interrelated (Cecilia & Gudono, 2007). Work complexity can hamper company performance because work complexity can hamper employees in completing work. Therefore, it has become imperative for companies to pay attention to how complex the work performed by its employees and seeks to manage the work of an employee becomes an easy task to be understood and worked.

Career development is important for both employees and the company. According to Irene and Gachunga (2016), a company that performs well will pay more attention to the quality of recruitment and career development of its employees. This is done so that employees will be able to achieve optimal performance so that it can have an impact on company performance. Pareek dan Rao (2012) also argue that employee career development is an investment where if the company wants to have high performance it must have employees who are willing to work, are well-managed, well-led, motivated well and always improve skills.

Communication within an organization gives a direct impact on employee performance. According to Bovee dan Thill (2007), companies that can establish effective communication with their employees will cause the information flow to run smoothly and quickly so that it will have an impact on optimal performance. Research Femi (2014) states that effective communication will foster mutual understanding between management and employees so that it can affect employee performance. This is also supported by Neves dan Eisenberger (2012) who state that management communication can affect performance because management communication signals the company's concern for welfare and rewards for contributions made by employees.

Once the importance of employee performance for the company it is necessary to do research on several factors that can improve employee performance. This study aims to analyze the complexity of work, career development, and organizational communication which are antecedents in improving employee performance. Later, this research can be an input for management in managing work complexity, career development, and organizational communication to improve the performance of their employees.

2. Literature Review

2.1. Work Complexity

The complexity of the work occurs because in carrying out one's work faced with high ambiguity and weak work structures (Restuningdiah & Indriantoro, 2000). As for Jamilah et al. (2007) views work complexity as unstructured, difficult and confusing work. Chung dan Monroe (2001) state that work complexity is influenced by the presence of inaccurate, relevant or incomplete information and the high ambiguity of expected results.

2.2. Career Development

Every employee who works in an institution or company would want their career to be able to develop better. Employee career development will indirectly increase the work motivation of these employees and increase their salaries and benefits and facilities. Therefore employee career development is what every employee wants. Marwansyah (2010) states that career development is an activity carried out by an individual to develop himself in order to plan his personal career in the future. Hadi (2013) states that career development is a place to improve status in his career in an organization. Bahri (2016) argues that career development is a joint effort between employees and HR managers to increase their existing potential so that they can be in a higher

position.

2.3.Organizational Communication

Communication plays an important role in running a business. An organization must communicate effectively with external and internal parties to carry out their business activities for the achievement of organizational goals. In a company manager and employee relations can be created properly if there is effective communication. Communication will align employee expectations with organizational expectations because communication can help members of the organization to coordinate in carrying out organizational activities.

Communication is like the flow of blood in the human body that will shape team performance (Mckinney et al., 2004). Communication will help a company carry out its business activities if the chain of command between management and employees is very strong (Nabi et al., 2017). While Stephen (2011) argues that communication as a tool to direct and mobilize employees in achieving organizational goals because communication will increase cooperation between employees and employee performance achievement.

2.4.Employee Performance

Employee performance is the result achieved by individuals after carrying out work based on capabilities, experience, time and sincerity in carrying out the work (Hasibuan, 2005). Mangkunegara (2005) states that employee performance is the result of employee's work that is measured qualitatively and quantitatively based on the responsibilities that are charged. Hasibuan (2012) states that there are two indicators to measure employee performance, namely tangible measurement (quality, quantity and or time) and intangible (loyalty, quality of work, quantity of work, honesty of discipline, cooperation, leadership, personality, initiative, skills and responsibility). It can be said that employee performance is the result of employee's work for a certain period of time based on the responsibilities given by the company.

3. Hypothesis Development

3.1 Effect of Work Complexity on Employee Performance

Employees in completing their work are sometimes faced with obstacles that result in suboptimal performance. This may be due to the work to be completed is a difficult job, unstructured or even confusing. These events will affect the results achieved, namely the results of work that are less accurate, not on time and less satisfying so that overall employees will not show maximum performance. This is consistent with research conducted by Sanusi et al. (2007), Islam et al. (2011), Kurniawan et al. (2016), Kaseger et al. (2017), dan Chotimah dan Kartika (2018) which stated that work complexity will affect employee performance. Based on the above understanding, the first research hypothesis is:

H₁ : Work complexity influences employee performance

3.2. Effect of Career Development on Employee Performance

Employees of a company expect an increase in their careers. Career development becomes important for employees because career development is one of the company's appreciation for the work and achievements that have been carried out. The better career development provided by the company will increase employee motivation to be able to show better performance. Research by Irene dan Gachunga (2016), Kurniawan. et al. (2018) dan Nasution et al. (2018)

shows that career development will affect the performance achieved by employees. Based on the explanation above, in this study the second hypothesis proposed is as follows :

H₂ : Career Development Influences Employee Performance

3.3. Effect of Organizational Communication on Employee Performance

Organizational effectiveness can be achieved by establishing good and effective communication between management and employees. The main element of communication in organizations is basically internal communication. Internal communication can act as a source of exchange of knowledge and ideas given that information is the basis of communication. Flow fast and good communication will be the basis of the growth and development of the organization (Nabi et al., 2017).

Research Femi (2014) states that effective communication will create mutual understanding between management and employees so that it will have an impact on employee performance. The study is consistent with research conducted by (Oronje & Wainaina, 2019; Rukmana et al., 2018). The research conducted by Titang (2016) found that internal communication had a significant impact on overall employee performance and productivity. Based on the explanation above, the third hypothesis proposed is as follows:

H₃ :Organizational Communication Influences Employee Performance

4. Research Model

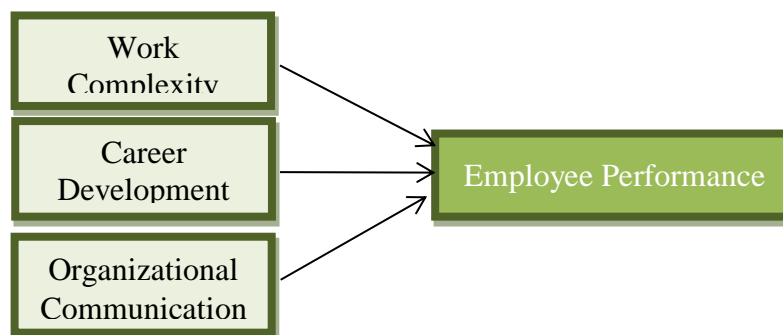


Figure 1. Research Model

5. Research Methods

This research uses descriptive research method that is to find out the value of the independent variable, either one variable or more (independent) without making comparisons, or connecting one variable to another variable (Sugiyono, 2016). The population in this study were 80 employees of the "X" Private Bank in the city of Surakarta. The sampling technique used is survey sampling. This technique was chosen because the total population is less than 100. According to Arikunto (2013) if the total population is less than 100 then the sample is taken from the entire population. Therefore the study sample was 80 "X" Private Bank employees in Surakarta City. The source of data in this study is primary data with data collection techniques using a questionnaire where the research instrument will be measured using 5 likert scale.

Data analysis techniques were performed using multiple regression. Data analysis assistance is SPSS 23. Data analysis begins by testing data quality, namely testing the validity and reliability. Testing classic assumptions which include multicollinearity, autocorrelation,

heterokedastisitas and normality is done as a condition of regression testing. Hypothesis testing will later be done by t test.

6. Results and Discussion

The questionnaire was distributed to all employees of the "X" Private Bank in the city of Surakarta. However, from the 80 questionnaires collected there were 4 questionnaires which were incomplete so that in the end only 76 questionnaires could be processed in the data analysis. Characteristics of research respondents including gender, respondent age, education and years of service will be presented in table 1 as follows:

Tabel 1. Characteristics of Research Respondents

Kategori	Frekwensi	Persen (%)
Gender:		
Male	26 people	34
Female	50 people	66
Age:		
< 25 years old	5 people	6,6
26 - 35 years old	41 people	53,9
36 - 45 years old	26 people	34,2
46 - 55 years old	4 people	5,3
Education:		
Diploma 3	16 people	21
S1	51 people	67
S2	9 people	12
Masa Kerja:		
< 1 years old	5 people	6,6
1 - 5 years old	27 people	36,8
6 - 10 years old	27 people	34,2
> 10 years old	17 people	22,4

Source : Data processed, 2019

Based on table 1 regarding the characteristics of respondents it can be illustrated that the majority of employees involved in the study were women by 50 people (66%). Most respondents aged 26-35 years were 41 people (53.9%). Undergraduate education (S1) dominates respondents by 51 people (67%). The respondent's tenure of 1-10 years is 54 people (71%).

Data Quality Testing

Data quality testing will later use validity testing and reliability testing. The reliability test was conducted to find out that the questionnaire was an indicator of the research variables. In the results of the reliability analysis, the Cronbach's alpha value for the variable work complexity, career development, organizational communication, and employee performance is greater than 0.6 (table 2). The results of the analysis mean that the four variables are reliable for use in research. It also contains meaning in answering the questionnaire the respondents answered consistently from time to time.

Table 2. Instrument Reliability Test Results

Variable	Cronbach's Alpha
Work Complexity	0,644
Career Development	0,720
Organizational Communication	0,747
Employee Performance	0,720

Source : Data processed, 2019

The results of testing the validity have been presented in table 3 which shows that the four research variables consisting of work complexity, career development, organizational communication, and employee performance provide the calculated r value for each item greater than 0.223 (r table). This shows that the instrument used to measure the four variables is valid or appropriate to measure the research variables.

Table 3. Instrument Validity Test Results

Work Complexity		Career Development		Organizational Communication		Employee Performance	
Indicator	r-count	Indicator	r-count	Indicator	r-count	Indicator	r-count
KK 1	0,620	PK 1	0,682	KO 1	0,732	KJK 1	0,687
KK 2	0,674	PK 2	0,670	KO 2	0,765	KJK 2	0,793
KK 3	0,569	PK 3	0,673	KO 3	0,700	KJK 3	0,680
KK 4	0,577	PK 4	0,394	KO 4	0,816	KJK 4	0,790
KK 5	0,564	PK 5	0,628				
KK 6	0,593	PK 6	0,694				
		PK 7	0,546				

Source : Data processed, 2019

Classical Assumption Testing

In this study, 4 types of testing will be carried out, which is testing classic assumptions. The four tests are heterokedasticity, multicollinearity, autocorrelation and normality. The results of heterokedasticity testing are generally shown in scatterplot images. The picture shows the data points spread up and down or around point 0 or it can be said that the points do not collect only on one side, namely the top or bottom. This shows that there is no heterocedasticity problem so that the regression model is good and can be used for research. The autocorrelation test results are indicated by the value of Durbin Watson (DW). Based on the analysis, the DW value is 1,950. This value is between the value of 1.7104 (du) and 2.22896 (4-du) which means that there is no autocorrelation found in the regression model.

In multicollinearity testing, the value of VIF and tolerance will be used to test whether there is a correlation between the independent variables in the research model. The results of the analysis clearly show that the tolerance value is greater than 0.10 and the VIF value is smaller than 10. This means that there is no multicollinearity in the regression model. Table 4 shows the results of multicollinearity testing as follows:

Table 4. Multicollinearity Testing Results

Variabel	Tolerance	VIF
Work Complexity	0,885	1,130
Career Development	0,885	1,169
Organizational Communication	0,822	1,216

Source : Data Processed, 2019

Whereas in the Kolmogorov Smirnov normality test the significance value will be seen. The analysis showed that the significance level was 0.200, meaning that the data were normally distributed.

Hypothesis Testing

The results of the analysis with multiple regression give the adjusted R^2 value of 0.503. This implies that 50.3% of employee performance can be explained by the complexity of work, career development, organizational communication. But there are still 49.3% of the variables besides the complexity of work, career development, organizational communication which would affect employee performance. The ANOVA test showed an F value of 26.293 (0.000), meaning that this research model was good enough to be used to answer the proposed research problem.

The hypothesis in this study will be decided based on the results of the t test in the regression analysis. Table 5 will present the results of the multiple regression analysis to answer the proposed hypothesis.

Tabel 5. Regression Analysis Result

	Std. Coefficient	t	Sig.
Work Complexity	0,330	3,809	0,000
Career Development	0,363	4,119	0,000
Organizational Communication	0,297	3,309	0,001

Dependent Variable: Employee Performance

Source : Data Processed, 2019

The results of the above regression analysis can be stated in the following regression equation:

$$\text{Employee Performance} = 0.330 \text{ Work Complexity} + 0.363 \text{ Career Development} + 0.297 \text{ Organizational Communication} + e$$

T test is done to make a decision on the hypothesis proposed. Table 5 illustrates the results of the t-test analysis which shows the positive influence of work complexity, career development and organizational communication on employee performance Each independent variable with a significance level of 5% has a greater t value of 1.96 (t table). This means that employee performance will be achieved if the company pays attention to the complexity of the work of its

employees, develops good career development for employees, makes effective communication between management and employees.

The first hypothesis which states the positive influence of work complexity on employee performance is indicated by a regression coefficient of 0.330, a t-value of 3.809 (> 1.96) and a p-value of 0,000 (< 0.05). This study is consistent with research conducted by Sanusi et al. (2007), Islam et al. (2011), dan Kurniawan. et al. (2018). Companies need to pay attention to the complexity of the work given to employee. Jobs that are difficult, unstructured or even confusing will actually make employee performance not be achieved optimally.

Testing on the second hypothesis states that there is a positive influence on career development on employee performance. This is indicated by the value of the regression coefficient of 0.363, the value of t arithmetic of 4.119 (> 1.96) and the p-value of 0,000 (< 0.05). This research is in line with research conducted by Irene dan Gachunga (2016), Kurniawan. et al. (2018) dan Nasution et al. (2018). Career development that is transparent and fair needs to be applied by an organization. This will later build employee motivation in carrying out their work and ultimately impact employee performance.

In the last hypothesis, the third hypothesis shows the positive influence of organizational communication on employee performance. The results of the analysis give the results of the regression coefficient of 0.297, the value of t arithmetic of 3.309 (> 1.96) and p-value of 0.001 (< 0.05). The results of this study are consistent with the results of research conducted by Femi (2014), Titang (2016), Oronje dan Wainaina (2019), dan Rukmana et al. (2018). Good and effective communication will foster a sense of comfort among members of the organization. Employees are easier to obtain the knowledge and information needed so that the work to be done can achieve optimal results.

7. Conclusions and Suggestions

After data analysis and discussion, the conclusions drawn in this study are (1) Work complexity has a significant influence on the performance of "X" Private Bank employees in Surakarta City, so that the first hypothesis (H1) that is submitted is proven, (2) Career development is influential significant to the performance of "X" Private Bank employees in Surakarta City, so that the second hypothesis (H2) is proven, (3) Organizational communication has a significant effect on the performance of the "X" Private Bank employees in Surakarta so that the third hypothesis (H3) is proven.

The suggestions that can be given are (1) serious attention for the company in providing work to its employees should pay attention to clarity and direction in carrying out work in which the company can make Standard Operating Procedures (SOP) on every type of work given, (2) Career development is made with transparent so that all employees can take strategic steps in developing their careers, (3) Communication between members of the organization is strived to be effective because it will foster mutual understanding and facilitate the transfer of knowledge and information so that later it will improve company performance. Therefore, it is important for companies to determine the right communication techniques.

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