



THE INFLUENCE OF COMMUNICATION AND WORK COMMITMENT ON EMPLOYEE PERFORMANCE

Enang Narlan SAP^{*1}, Puspita Dewi Sekar Wati²

Universitas Langlangbuana, Indonesia^{*12}

enangsap@gmail.com^{*1}, puspitadewisekarwati@gmail.com²

Abstract: Employee performance is the result of achieving a job which will affect the achievement of company goals. Achieve good employee performance, can be influenced by factors of communication and work commitment. The purpose of this study was to find out how Communication, Work Commitment, and Employee Performance are contained in the Human Capital Management (HCM) Division of PT. Pindad (Persero) Bandung, as well as to find out how much influence Communication on Employee Performance, Work Commitment to Employee Performance, and the influence of Communication and Work Commitment to Employee Performance. This research is a population study which is all employees in the Division of Human Capital Management (HCM) as respondents in the study. The data collection process used a questionnaire distributed to 30 respondents. The research method used is descriptive and verification (Path Analysis) through a quantitative approach. The results of this study stated that communication was in the quite good category, work commitment was in the quite good category and employee performance was in the quite good category. The results of the path analysis calculation show that communication has an effect on employee performance, and work commitment has an effect on employee performance.

Keywords: Communication; Employee performance; Work Commitment

INTRODUCTION

Success for a company is determined by many factors that support it, one of which is Human Resources, because after all if the company has good technology, other resources also support it, if without being managed by qualified human resources, who have the skills, then other resources it will not be useful. In human resources, what supports success is employee performance. Therefore, companies need to develop the capabilities possessed by employees, so that the human resources owned by the company have good performance. Employee performance can be beneficial for both the individual employees themselves and managerially or the company.

Employee performance is the result of a work achievement, where the employee has completed the task/job given by the company. The results of employee performance will affect the achievement of company goals, if employee performance is good then the achievement of company goals will be optimal, on the contrary, if employee performance is not good, the achievement of company goals will not be optimal. Mangkunegara (2017) the term Employee Performance comes from the word Job Performance or Actual Achievement (work achievement or real achievement achieved by someone). Employee Performance Achievement (Work Achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. The factors that can affect performance include communication. According to Marwansyah (2016), Communication is the exchange of messages between humans to understand the same. In addition, according to Nurudin (2016), the communication process is an attempt to convey an idea to receive feedback from the ideas we convey.

Communication is an element that is always present in every line of life, including in the organization/company environment. Communication is considered important because that way we can convey the intent and purpose, as is the case with companies which in their activities are full of important information and require good communication

Submitted: July 21, 2022; Revised: August 14, 2022;

Accepted: August 16, 2022; Published: August 23, 2022;

Website: <http://journalfeb.unla.ac.id/index.php/almana/article/view/1910>



so that the goals of the company can be fulfilled. As stated by Keith Devis in Mangkunegara (2017) communication is the transfer of information and understanding from one person to another. In communication with two people, communication occurs when there is a commonality of meaning. From this understanding, it can be seen that communication is one of the most important parts of an organization that has many human resources in it because every activity process in the company can be conveyed correctly because of communication. The better the Communication Process, the better the achievement of employee performance, this is in line with the communication theory proposed by Tasnim et al. (2020) that the communication process also plays a very important role in increasing motivation towards changing the behavior of organizational members and also their performance.

In addition to communication, another factor that affects employee performance works commitment. According to Meyer, Allen, and Smith in Batjo & Shaleh (2018), it is called normative commitment, where there is a strong level of belief and trust that employees have to do something for the organization, and the desire to survive is also getting stronger. Colquitt, LePine, and Wesson in Priansa (2018) state that work commitment influences whether employees remain part of the company or leave the company to reach other jobs. Francesco & Chen in Yusuf & Syarif (2017) that the higher the employee's organizational commitment influences on increasing their performance in the form of in-role and extra-role. Whereas according to Kanya et al. (2021) the pressure experienced by someone who comes from various things and aspects naturally will lower their performance.

PT. Pindad is an industrial or manufacturing company engaged in the manufacture of necessities/equipment products for the military and commercial in Indonesia. This research was conducted at the Division of Human Capital Management (HCM) which is engaged in the field of Human Resources. This division is equivalent to HRD (Human Resource Development) which is in charge of handling human resources starting from recruitment; placement; development; performance assessment; remuneration management to handling employee pensions. There are 30 employees including three people, namely managers and divided into three departments, namely; 1) Human Capital Development Department (5 employees); 2) Human Capital System Development Department (6 employees); 3) Human Capital Services Department (19 employees). Researchers made initial observations through the interview process to the head of the Division regarding the conditions of Communication, Work Commitment, and Employee Performance, obtained information that there was a problem that is currently still a matter that cannot be solved, and the problem is related to sectoral.

Starting from a problem regarding Employee Performance. The management in the HCM division has determined the targets that must be achieved by its employees, of course with a structured division of tasks according to their placement and position. After the activities from the assignment have been carried out until a predetermined period, there are inappropriate results, namely, the predetermined targets are not being met properly. After the implementation of the evaluation, it turned out that this was caused by some employees who were not optimal in doing the task, namely the work that should have been completed according to the target was only done partially, so the results of the employee performance evaluation were not optimal.

The following contains data on KPI (Key Performance Indicator) based on the average value of performance in the Human Capital Management Division of PT. Pindad (Persero) Bandung:



Table 1. Key Performance Indicator (KPI) Data for Employees in the Human Capital Management Division

No.	KPKU	Year Realization				
		2015	2016	2017	2018	2019
1	Average Strata-1 Performance Score (Score)	2,71	2,20	1,81	2,25	2,10
2	Average Strata-2 Performance Score (Value)	2,81	2,36	2,21	2,72	2,58
3	Average Grade-3 Performance Score (Score)	2,81	2,44	2,35	2,86	2,70
4	Average Performance Value Grade-4 (Score)	2,78	2,53	2,43	2,89	2,79
5	Average Grade-5 Performance Score (Score)	2,70	2,52	2,46	2,92	2,73
6	Average Employee Performance Value	2,77	2,50	2,41	2,88	2,73
7	Work Unit KPI achievement rate (%)	73,71%	54,11%	52,68%	64,00%	64,28%
8	Individual KPI achievement rate (%)	78,22%	55,75%	62,14%	81,50%	72,00%
9	Average Workforce Performance Value(%)	69,23%	62,59%	60,32%	72,00%	68,25%
10	Average Work Unit KPI (score)	2,95	2,16	2,11	2,56	2,57
11	Average Individual KPI (score)	3,13	2,23	2,49	3,26	2,88

Source: PT. Pindad (Persero) Bandung (2021)

In addition, the cause of the non-achievement of employee performance is the lack of communication, where coordination activities regarding work such as the division of tasks that have been arranged, everything does not go well. Tasks should be done by all departments in the sense of being interconnected, but some employees only do the main tasks of their department. This is what causes the overall target is not achieved. In addition to the lack of communication between employees, communication with superiors is also the cause. The poor coordination between employees causes reports not to be submitted to superiors so that problems that should be handled directly are hampered.

Other causes result in not achieving employee performance, namely the work commitment of several employees. Work commitment is defined as an employee's attachment to the organization so that employees feel responsible for achieving company goals, but judging by the lack of communication between employees and superiors and the task targets being carried out are not completed, then the employee's work commitment is not good. Based on the above background, the purpose of this research is to determine and analyze Communication, Work Commitment, Employee Performance, the magnitude of the influence of communication on employee performance, the magnitude of the influence of Work Commitment on Employee Performance, and the Influence of Communication and Work Commitment on Employee Performance.

The hypothesis in this study is as follows: (1) Communication at the Human Capital Management Division of PT. Pindad (Persero) Bandung is not good; (2) Work Commitment to Human Capital Management Division PT. Pindad (Persero) Bandung is not good; (3) Employee Performance. at the Division of Human Capital Management PT. Pindad (Persero) Bandung is quite good; (4) Communication affects employee performance in the Human Capital and Management Division of PT. Pindad (Persero) Bandung; (5) Work Commitment affects the performance of employees at the Human Capital and Management Division of PT. Pindad (Persero) Bandung; (6) Communication of work commitment funds affects employee performance in the Human Capital and Management Division of PT. Pindad (Persero) Bandung.



METHODS

The research method used is descriptive and verification (Path Analysis) through a quantitative approach. data analysis techniques in quantitative research use descriptive and verification analysis. In this study, the formulation of the problem will be answered or processed using descriptive analysis according to the variables that have been set while verification analysis is useful for describing the characteristics of respondents and research variables for determining the level of each research variable which can be viewed from the difference between the actual score and the ideal score. Where to determine the magnitude of the effect of one variable on other variables, both direct and indirect, the data that has been collected through a questionnaire will be processed with this approach. The verification analysis is used to test the hypothesis by using statistical calculations. So, data processing by taking a quantitative approach is a process to obtain summary data, using certain methods or formulas.

To analyze each statement paper, then calculate the frequency of answers in each category and the number. After each indicator has a number, the researcher then makes a continuum line. a Continuum line is a line that is used in data activities and proves how much power the variable is being studied according to the instrument used. This continuous line model is calculated using a score, with the following formula:

$$P = \frac{\text{Range (R)}}{\text{Many classes (K)}}$$

Information :

P = Interval class length
 Range = Largest data – Smallest data
 Number of classes = 5

If it is substituted from the amount of data in the answers to the questionnaire statement, then the following results are obtained:

$$\frac{5 - 1}{5} = 0,8$$

Calculation Formula:

Maximum Index Value = Largest Weight Value x Number of Classes x Number of Data

Minimum Index Value = Smallest Weight Value x Number of Classes x Number of Data

Interval Distance = (Maximum Index Value – Minimum Index Value) : 5

Score Percentage = [(TotalScore) : Maximum Score] x 100%

Table 2. Interpretation of Average Rating

Interval	Score Percentage Range	Communication (X ₁)	Category		Weight
			Work Commitment (X ₂)	Employee Performance (Y)	
1.00 – 1.80	20 % - 35 %	Very Not Good	Very Not Good	Very Not Good	5
1.81 – 2.60	36 % - 51 %	Not Good	Not Good	Not Good	4
2.61 – 3.40	52 % - 67 %	Quite Good	Quite Good	Quite Good	3
3.41 – 4.20	68 % - 83 %	Good	Good	Good	2
4.21 – 5.00	84 % - 100 %	Very Good	Very Good	Very Good	1

Source: Data that has been processed by the author (2021)

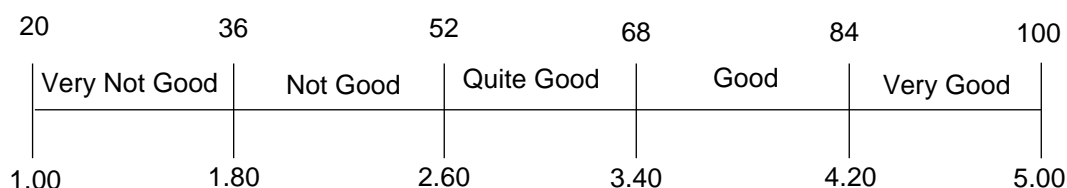


Figure 1. Continuum Line Drawing

Source: (Sugiyono, 2020)

In this research, the technique of determining population data is used, because of the number of employees who will be studied at the Human Capital Capital Division of Management PT. Pindad (Persero) in Bandung is less than 100 people, which is 30 employees. In this research, the researcher used interview (interview) and questionnaire (questionnaire) data collection techniques. When you get the results of data collection, then the data is processed using a Likert scale. Sugiyono (2020) states that the Likert scale is used to measure the attitudes, opinions, and views of a person or group of people about social phenomena. By using a Likert scale, the variables to be measured are translated into variable indicators, then these indicators are used as benchmarks for compiling points, which can be in the form of statements or questions

RESULTS AND DISCUSSION

The results of this descriptive study illustrate the research conducted on Communication, Work Commitment, and Employee Performance in the Human Capital Management Division (HCM) PT. Pindad (Persero) Bandung. To know the results of the respondent's responses to the questionnaires that have been distributed, a descriptive analysis was carried out by using a frequency and percentage distribution approach. To find out the value of the respondents' responses to each of the variables studied, the actual scores and percentages were used to facilitate the data processing process.

In addition, to simplify the data processing process, a continuum line can be used in which there are values for grouping or categorizing the scores of respondents' responses. Respondents' responses to the Communication variable in this study were measured using five indicators formulated with eight statements. So to be able to describe how the conditions of communication at the Division of Human Capital of Management (HCM) PT. Pindad (Persero) Bandung, the following is a recapitulation of the results of the data obtained in the form of statements and answers of respondents:

Table 3. Recapitulation of Respondent's Response Regarding Communication

Statement	Actual Score	Average	Category
1 I get clear task instructions from the boss	90	3.00	Quite Good
2 I feel that the leadership always coordinates with the employees	88	2.93	Quite Good
3 I always coordinate with the leadership	82	2.73	Quite Good
4 I can easily express my opinion	90	3.00	Quite Good
5 I always cooperate with other employees	89	2.97	Quite Good
6 I have a good relationship with other employees	88	2.93	Quite Good
7 I always coordinate with employees in other divisions	91	3.03	Quite Good
8 I have a sense of trust with other employees	89	2.97	Quite Good
Total	707	23.57	Quite Good

Source: Data that has been processed by the author (2021)



Based on the research results listed in table 3 above, it can be seen that the actual score is 707. The actual score is then interpreted in the form of a continuum line, the following is how to measure it:

$$\begin{aligned} \text{Maximum Index Value} &= 5 \times 8 \times 30 = 1,200 \\ \text{Minimum Index Value} &= 1 \times 8 \times 30 = 240 \\ \text{Distance Interval} &= (\text{Maximum Value} - \text{Minimum Value}) : 5 \\ &= (1,200 - 240) : 5 = 192 \\ \text{Percentage Score} &= [(\text{Total Score}) : \text{Maximum Score}] \times 100 \% \\ &= (707 : 1200) \times 100\% \\ &= 58.91\% \end{aligned}$$

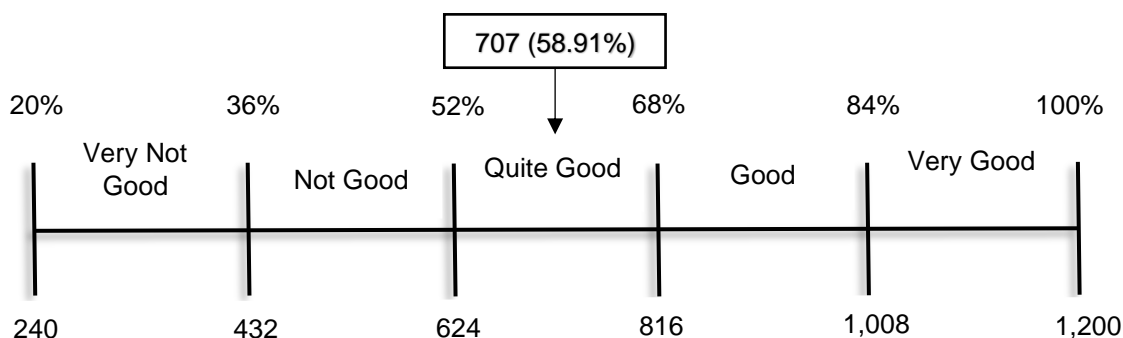


Figure 2. Communication Variable Continuum Line
 Source: Data that has been processed by the author (2021)

Based on the previously calculated data description, there is an actual score on the Communication variable of 707 with a percentage score of 58.91% which is included in the fairly good category. This value is in the range of class intervals 624 – 816 (52% - 68%). Thus, it can be seen that the Communication in the Human Capital Management Division is quite good. When associated with the number one hypothesis which states that Communication at the Human Capital Management Division of PT. Pindad (Persero) Bandung is not good, so hypothesis number one cannot be accepted, because there are differences in the research results.

Then next, Respondents' responses to the work commitment variable in this study were measured using three indicators formulated with seven statements. So to be able to describe how the conditions of Communication at the Division of Human Capital Management (HCM) PT. Pindad (Persero) Bandung, the following is a recapitulation of the results of the data obtained in the form of statements and answers of respondents:

Table 4. Recapitulation of Respondent's Response Regarding Work Commitment

Statement	Actual Score	Average	Category
9 I always feel happy to be a part of this company	90	3.00	Quite Good
10 I always take part in all company activities	88	2.93	Quite Good
11 I already know more about this company	82	2.73	Quite Good
12 I feel this job is very important to me	91	3.03	Quite Good
13 I benefit financially from this job	89	2.97	Quite Good
14 I have a high sense of responsibility in carrying out every task	88	2.93	Quite Good
15 I am always ready for any given task	91	3.03	Quite Good
Total	619	20.63	Quite Good

Source: Data that has been processed by the author (2021)



Based on the research results listed in table 4 above, it can be seen that the actual score is 619. The actual score is then interpreted in the form of a continuum line, the following is the method for measuring it:

$$\begin{aligned} \text{Maximum Index Value} &= 5 \times 7 \times 30 = 1.050 \\ \text{Minimum Index Value} &= 1 \times 7 \times 30 = 210 \\ \text{Distance Interval} &= (\text{Maximum Value} - \text{Minimum Value}) : 5 \\ &= (1.050 - 210) : 5 \\ &= 168 \\ \text{Percentage Score} &= [(\text{Total Score}) : \text{Maximum Score}] \times 100 \% \\ &= (619 : 1.050) \times 100\% \\ &= 58.95\% \end{aligned}$$

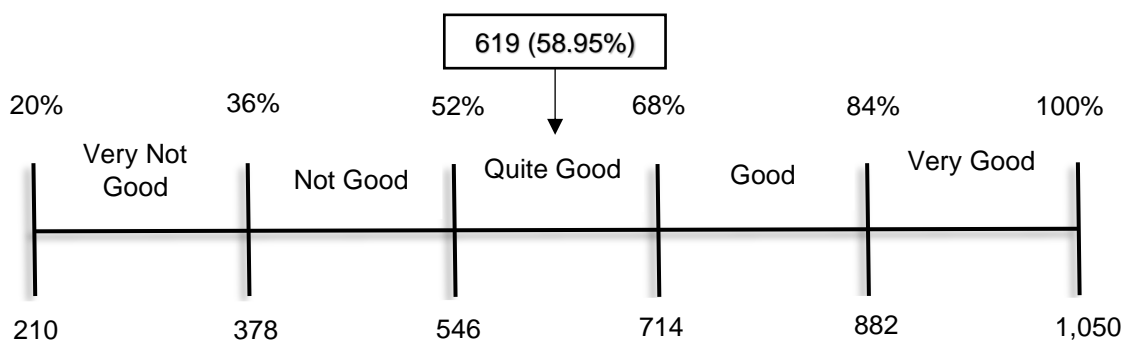


Figure 3. Work Commitment Variable Continuum Line
 Source: Data that has been processed by the author (2021)

Based on the data that has been calculated previously, there is an actual score on the Work Commitment variable of 619 with a percentage score of 58.95% which is included in the fairly good category. This value is in the range of class interval 546 – 714 (52% - 68%). Thus, it can be seen that the Work Commitment in the Human Capital Management Division is quite good. If it is associated with hypothesis number two which states Work Commitment to the Human Capital Management Division of PT. Pindad (Persero). Bandung is not good, so the hypothesis cannot be accepted, because there are differences in the results of the study.

Then respondents' responses to the Employee Performance variable in this study were measured using four indicators formulated with 10 statements. So to describe how the performance conditions of Employee Performance in the Human Capital Management (HCM) Division of PT. Pindad (Persero) Bandung, the following is a recapitulation of the results of the data obtained in the form of statements and answers of respondents:



Table 5. Recapitulation of Respondent's Response Regarding Employee Performance

Statement	Actual Score	Average	Category
16 I always do my assignments according to the target	95	3.17	Quite Good
17 I always set long-term goals	89	2.97	Quite Good
18 I always set short-term targets	84	2.80	Quite Good
19 I always set short-term targets	92	3.07	Quite Good
20 I always follow the applicable standards in completing tasks	89	2.97	Quite Good
21 I am always on time in completing assignments	88	2.93	Quite Good
22 I can always set priorities	91	3.03	Quite Good
23 I always obey the applicable rules	88	2.93	Quite Good
24 I am always transparent about my work	93	3.10	Quite Good
25 I am always responsible for the assigned tasks	99	3.30	Quite Good
Total	908	30.27	Quite Good

Source: Data that has been processed by the author (2021)

Based on the research results listed in table 5 above, it can be seen that the actual score is 908. The actual score is then interpreted in the form of a continuum line, the following is the method for measuring it:

$$\text{Maximum Index Value} = 5 \times 10 \times 30 = 1,500$$

$$\text{Minimum Index Value} = 1 \times 10 \times 30 = 300$$

$$\begin{aligned} \text{Distance Interval} &= (\text{Maximum Value} - \text{Minimum Value}) : 5 \\ &= (1,500 - 300) : 5 \\ &= 240 \end{aligned}$$

$$\begin{aligned} \text{Percentage Score} &= [(\text{Total Score}) : \text{Maximum Score}] \times 100 \% \\ &= (908 : 1500) \times 100\% \\ &= 60.53\% \end{aligned}$$

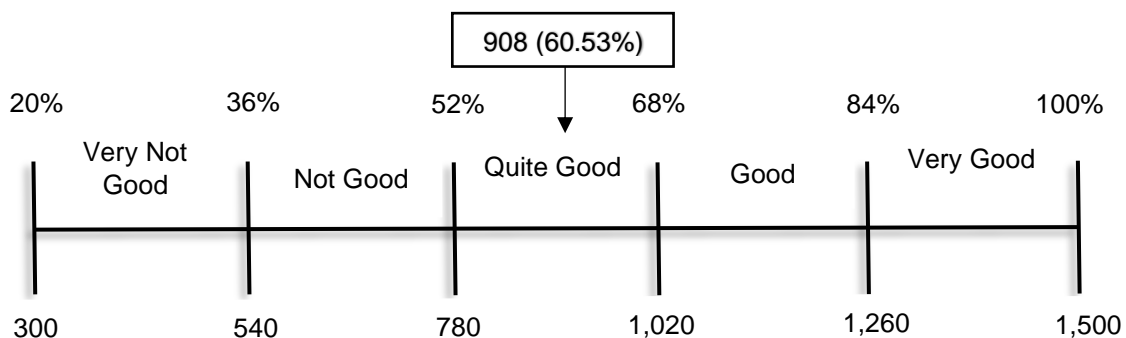


Figure 4. Work Commitment Variable Continuum Line

Source: Data that has been processed by the author (2021)

Based on the previously calculated data description, there is an actual score on the Employee Performance variable of 908 with a percentage score of 60.53% which is included in the Good Enough category. This value is in the range of class interval 780 – 1,019 (52% - 67%). Thus, it can be seen that employee performance in the Human Capital Management Division is quite good. When associated with hypothesis number three which states Employee Performance in the Human Capital Management Division



of PT. Pindad (Persero) Bandung is quite good, so the hypothesis can be accepted because there are similarities with the research results.

This research uses verification analysis, namely path analysis or also known as path analysis. This method is a way to be able to find out and analyze the relationship between variables that are useful for knowing the influence of Communication (X_1) and Work Commitment (X_2) where the two variables are Independent variables on Employee Performance (Y) which is the Dependent variable. First of all, to calculate the correlation coefficient between the variables studied. Based on calculations using the SPSS ver 24 programs, the correlation coefficient values are obtained as described in the following table:

Table 6. Pearson correlation

		Correlation Communication	Work Commitment	Employee performance
Communication	Pearson correlation	1	.907 **	.922 **
	Signature. (2-tail)		.000	.000
	N	30	30	30
Work Commitment	Pearson correlation	.907 **	1	.905 **
	Signature. (2-tail)	.000		.000
	N	30	30	30
Employee performance	Pearson correlation	.922 **	.905 **	1
	Signature. (2-tail)	.000	.000	
	N	30	30	30

** . The correlation is significant at the 0.01 level (2-tailed).

Source: Data that has been processed by the author (2021)

Based on table 6 above, explains the correlation between research variables. The results of the analysis show that there is a correlation between the variables Communication (X_1) and Commitment to Work (X_2) of 0.907. So, if interpreted into the value of the correlation coefficient, the value obtained is included in the level of a very strong relationship. This is reinforced by the opinion of experts, as stated by Busro (2018) which states that organizations with a high level of interpersonal communication, will increase organizational work commitment which will ultimately improve organizational employee performance. This is also supported by Romadona (2017) there are results that Communication and Work Commitment affect Employee Performance

Based on table 6, shows that there is an attachment between Communication and Employee Performance. This is evidenced by the results of the study, which is indicated by a correlation value of 0.922 and when viewed from the interpretation table of the correlation coefficient, it is included in the very strong category, which indicates that communication has a major impact on employee performance. This is according to expert opinion, as stated by Busro (2018) that the communication contained in an organization has a good level, it will affect the improvement of employee performance. This is also supported by a previous study published in the journal Management by Oktari (2017) that communication affects employee performance, which is based on the calculation analysis in this study is positive and significant.

In addition, table 6 shows that there is an attachment between Work Commitment to Employee Performance. This is evidenced by the results of the study, which is indicated by a correlation value of 0.905 and when viewed from the interpretation table of the correlation coefficient, it is included in a very strong category indicating that work



commitment has a large impact on employee performance. This is reinforced by expert opinions, namely as stated by Edison et al. (2016), If employees/employees have a high work commitment to the company/ organization where they work, this shows that job satisfaction is fulfilled, which in turn can improve employee performance. concerned and the implication is to make it easier to achieve the strategic goals of the company/organization. This is also supported by previous research published in the journal by Akbar et al. (2017) that Work Commitment (affective, continuity, and normative) (simultaneous) have a positive and significant effect on employee performance.

Then this will be used in the calculation of determination to calculate the indirect effect of the independent variable on the dependent variable. After obtaining the results of the correlation coefficient of the variables X_1 and X_2 , the next step is to calculate the coefficient path with the results are known as follows:

Table 7. Coefficient Path

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2103.087	2018.037		1.042	.307
	Communication	.665	.186	.572	3.578	.001
	Work Commitment	.411	.170	.386	2.414	.023

a. Dependent Variable: Employee performance

Source: Data that has been processed by the author (2021)

In table 7 above, in the standardized Coefficient column, there are coefficient paths for each variable X_1 and X_2 to Y. The Coefficient of Communication Variable Path (X_1) on Employee Performance (Y) is y_{x1} of 0.572 or 57.2% and the variable of Work Commitment (X_2) on Employee Performance (Y) which is y_{x2} of 0.386 or 38.6%.

Based on the results of calculations using SPSS version 24, the following table of the coefficient of determination:

Table 8. Coefficient of Determination

Model	R	Model Summary		
		R Square	Customized R Square	Std. Estimated Error
1	0.937	.877	.868	1927.57895

a. Predictors: (Constant), Work Commitment, Communication

Source: Processed data (2021)

To calculate how big the path coefficient of other factors that are not examined, the following steps are:

$$py\varepsilon = \sqrt{1 - R^2 y_{x_i} \dots x_n}$$

$$= \sqrt{1 - 0,877} = ,351$$



The magnitude of the influence of other factors not examined in this study is as follows:

$$\varepsilon = 1 - 0.877$$

$$\varepsilon = 0.123$$

Thus, it can be seen that Communication and Work Commitment have a major influence on Employee Performance in the Human Capital Management Division of PT. Pindad (Persero) Bandung amounted to 0.877 or 87.7% (R Square) and was influenced by other factors not examined by 0.123 or 12.3%. While the amount of influence received by Employee Performance (Y) from Communication (X_1), Work Commitment (X_2) and other variables outside of X_1 and X_2 which is expressed by the residual variable (ε) namely $R^2_{yx1x2} + p_y = 87.7\% + 12.3\% = 100\%$.

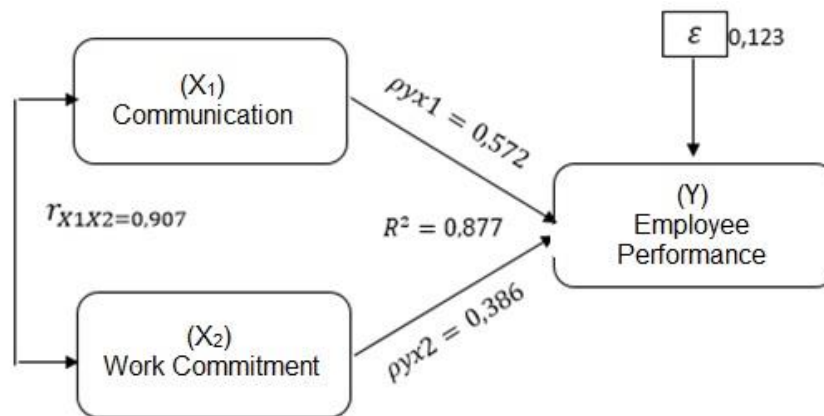


Figure 5. Path Analysis Diagram Structure

Source: Data that has been processed by the author (2021)

After obtaining the path diagram, then the magnitude of the influence of each variable is calculated, as follows:

- 1) The Influence of Communication Variable (X_1) on Employee Performance (Y)

The direct influence of X_1 on Y: $(p_{yx1})^2 = 0.3271$

Influence of X_1 on Y to X_2 :
 $p_{yx1} \cdot r_{x1x2} \cdot p_{yx2} = 0.572 \times 0.907 \times 0.386 = 0.200 \sim 20\%$

Total Influence = 0.5271 +

- 2) Influence of Work Commitment (X_2) on Employee Performance (Y)

The direct influence of X_2 on Y: $(p_{yx2})^2 = 0.1490$

Influence of X_2 on Y to X_1 :
 $p_{yx2} \cdot r_{x1x2} \cdot p_{yx1} = 0.386 \times 0.907 \times 0.572 = 0.200 \sim 20\%$

Total Influence = 0.3490 +

- 3) The Influence of Communication Variables (X_1) and Work Commitment (X_2) on Employee Performance (Y)

Influence of X_1 on Y : $p_{yx1} = 0.5271$

Influence of X_2 on Y : $p_{yx2} = 0.3490$

Total Influence = 0.8761 +



From the calculation results above, it is known that the contribution of the two dependent variables (independent) is 0.8761 or 87.61%, while each variable has a contribution value of 52.71% for the Communication variable (X_1) and 34.90% for the Work Commitment variable (X_2), other than that other variables not examined have a contribution value of 12.3%. The following is an overview of the empirical causal relationship framework between X_1 and X_2 against Y, listed in table 10:

Table 9. Direct and Indirect Influence

Variable	Direct Influence	Indirect Influence		Total Influence
		X_1	X_2	
Communication (X_1)	0.3271		0.200	0.5271
Work Commitment (X_2)	0.1490	0.200		0.3490
The Influence of Communication Variables (X_1) and Work Commitment (X_2) on Employee Performance (Y)				0.8761

Source: Data that has been processed by the author (2021)

Based on table 9, partially, Communication (X_1) has an influence on Employee Performance (Y) by 0.5271 or 52,71%. This value is obtained from a direct effect of 0.3271 or 32.71% and an indirect effect of 0.200 or 20%. Partially, Work Commitment (X_2) has an influence on Employee Performance (Y) by 0.3490 or 34.9%. This value consists of a direct effect of 0.1490 or 14.9% and an indirect effect of 0.200 or 20%.

CONCLUSION

Communication, work commitment, and employee performance at the Human Capital Management (HCM) Division of PT. Pindad (Persero) Bandung is included in the fairly good category. Communication and Work Commitment have a huge impact on Employee Performance in the Human Capital Management (HCM) Division of PT. Pindad (Persero) Bandung, which means these two variables have a very important role to improve employee performance.

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