

The Influence of Cross-Divisional Communication and Career Development on Employee Morale at PT. PLN (Persero) Ampera Branch

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ABSTRAK: This study seeks to evaluate the impact of cross-divisional communication and career development on employee morale at PT. PLN (Persero) Ampera Branch. Employing a population-based approach with total sampling techniques, data were gathered through questionnaires distributed to 113 respondents. The study uses a quantitative methodology with an associative causal explanation. Data analysis includes assessments of data quality, classical assumption testing, multiple linear regression analysis, evaluation of the coefficient of determination, and hypothesis testing. The findings indicate a positive influence of cross-divisional communication and career development on employee morale at PT. PLN (Persero) Ampera Branch, both individually and collectively.

Keywords: Cross-Divisional Communication, Career Development, Employee Morale



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INTRODUCTION

According to Nitisemito (2015), work morale is the motivation that encourages employees to work more diligently, resulting in tasks being completed both more efficiently and with higher quality. (Novianza & Aliya, 2021). Murdani (2012) explains that work morale is the ability or willingness of individuals or groups to work together diligently, with discipline and a strong sense of responsibility, accompanied by voluntarism and commitment to achieving organizational goals. (Sarumaha et al., 2021). Bintoro and Daryanto (2017) Asserts that work morale is a reflection of strong work ethics (Esa & Aliya, 2024). Hendri (2010) Further adds that employee morale reflects the mental attitude of individuals or groups, demonstrating a genuine commitment to their work and motivating them to perform at their best (Navarro & Sanz, 2018; Reeder, 2020; Sarumaha et al., 2021).

Human resources are a vital asset to any organization (Away et al., 2021; Durham et al., 2015; Fieno et al., 2016; Handayani Tyas & Naibaho, 2020). Thus, fostering and maintaining harmonious relationships with employees is of utmost importance (Mubasher et al., 2021; Pirtskhalaishvili et al., 2021; Susita et al., 2020; Zelika & Aliya, 2023). According to Griffin (2017), an organization's success hinges not only on the abilities of individuals within their own divisions but also on their capacity to communicate and collaborate effectively with other divisions throughout the organization. (Bajuri et al., 2021; Syed et al., 2018; Yenti, 2019). Building on this understanding, it

can be concluded that work morale reflects the overall condition of employees within their work environment, encapsulating the expression and mindset of individuals or groups who exhibit enthusiasm and a sense of fulfillment in carrying out their responsibilities.

The research conducted by Nuryadi (Nuryadi et al., 2017) concludes that communication and career development positively influence employee performance. Likewise, the research by Juliana et al. corroborates these findings (Kawilarang et al., 2017) reveals a positive relationship between communication and job promotion on employee performance, as evidenced by a case study of AJB Bumi Putera Manado employees. Similarly, the research conducted by Sapira (Sapira & Aliya, 2023) demonstrates a positive and significant effect of competency development and career advancement on employee performance, as shown in a case study involving employees of TVRI Kota Palembang.

Based on the author's observations and interviews with several employees of PT. PLN (Persero) Ampera Branch across various divisions, frequent misunderstandings in communication have been identified, particularly within the framework of organizational communication. Issues such as insufficient communication and teamwork, a lack of transparency in the systems, and employees feeling they are not adequately informed about work procedures and decision-making processes have been noted.

Career development can have a positive impact on employee performance, as it involves a structured approach by organizations to ensure that individuals have the right qualifications, skills, and experience when needed. Consequently, it is crucial for companies to effectively manage and cultivate employees' careers to sustain high performance, motivate them to consistently deliver their best, and prevent job-related frustration that could result in a decline in productivity (Charli et al., 2022).

Interviews with employees at PT. PLN (Persero) Ampera Branch indicate that career development initiatives need significant enhancement. Information about career development programs is limited, making it challenging for employees to access the necessary details. Furthermore, the communication and outreach regarding career advancement opportunities within the company are insufficient.

Consequently, research on the influence of cross-divisional communication and career development on employee morale at PT. PLN (Persero) Ampera Branch is particularly pertinent. This study aims to offer a deeper understanding of the factors affecting employee morale within the company, thereby equipping management with the insights needed to make strategic decisions that enhance organizational performance.

METHOD

This study employs a quantitative survey method with an associative causal explanatory level (Novalia & Aliya, 2022). This research aims to analyze hypotheses and determine the influence or relationship between independent and dependent variables (Aliya & Tobari, 2019). This study was conducted at PT. PLN (Persero) Ampera Branch, located on Jalan Gub. H. Bastari, Jakabaring, Palembang, South Sumatra.

Primary data was collected through questionnaires distributed to employees, while secondary data was gathered from various documents and written reports available at PT. PLN (Persero) Ampera

Branch. The data from the questionnaires were meticulously analyzed through several essential stages. Initially, the data were coded to facilitate processing, especially for questionnaires utilizing Likert scales or multiple-choice formats. Subsequently, the data were organized into tables or worksheets to uncover any patterns or trends. Inferential statistical analyses, such as t-tests, ANOVA, or regression, were then employed to test hypotheses or explore relationships between variables. The results of these analyses were carefully interpreted to address the research questions and evaluate the proposed hypotheses. Finally, the findings were presented in a comprehensive report, featuring charts, tables, and interpretations that underpin the research conclusions.

The objective of this research is to identify the factors that influence employee morale, utilizing two independent variables and one dependent variable (Selviana & Aliya, 2023). The independent variables in this study are cross-divisional communication and career development, while the dependent variable is employee morale. This research measures the influence of the independent variables on the dependent variable within the population.

The population consists of all employees who were willing to participate as research respondents, totaling 113 individuals, utilizing a total sampling technique (Faizal & Aliya, 2022). The data analysis involved includes data quality assessment, classical assumption testing, multiple linear regression analysis, determination coefficient evaluation, and hypothesis testing. The data analysis was performed using SmartPLS 3.0.

RESULTS AND DISCUSSION

This study is specifically focused on assessing the impact of cross-divisional communication and career development on employee morale at PT. PLN (Persero) Rayon Ampera. It aims to evaluate how these two independent variables—cross-divisional communication and career development—influence employee morale as the dependent variable. The scope of this research does not extend to other potential factors that could also affect morale, such as work environment, intrinsic motivation, or leadership. Additionally, this study is conducted within a single organizational unit, PT. PLN (Persero) Rayon Ampera, and therefore, the findings may not be broadly applicable to other organizations or sectors.

Several theories that support this research are as follows:

Organizational Communication Theory: Griffin (2017) asserts that the success of an organization is not solely dependent on the capabilities of individuals within their respective divisions, but also on their ability to communicate and collaborate effectively with other divisions across the organization. This highlights that cross-divisional communication is a key element in enhancing employee performance and morale (Yenti, 2019).

Career Development Theory: According to research by Nuryadi et al. (2017), career development has a positive impact on employee performance. Effective career development not only equips employees with the necessary skills and experience but also boosts their motivation and morale to achieve higher career goals (Nuryadi et al., 2017).

Work Morale Theory: Nitisemito (2015) defines work morale as the drive to work harder, leading to faster and better completion of tasks. High morale is typically influenced by factors such as

effective communication and the availability of career development opportunities (Novianza & Aliya, 2021)

1. Respondent Demographics by Age

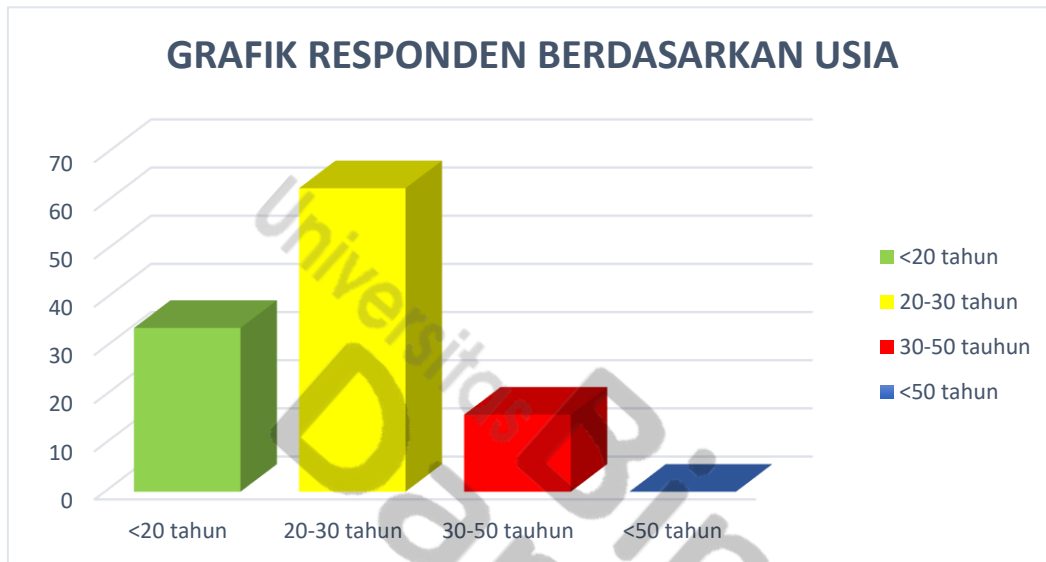


Figure 1: Respondent Characteristics by Age

The age distribution of respondents indicates that the largest group falls within the 20-30 year range, comprising 63 respondents, which accounts for 63% of the total. The age group under 20 years old includes 34 respondents, representing 34% of the total. Respondents aged 30-50 years consist of 16 individuals, making up 16% of the overall sample. Notably, there were no respondents over the age of 50 in this survey.

2. Respondent Demographics by Gender

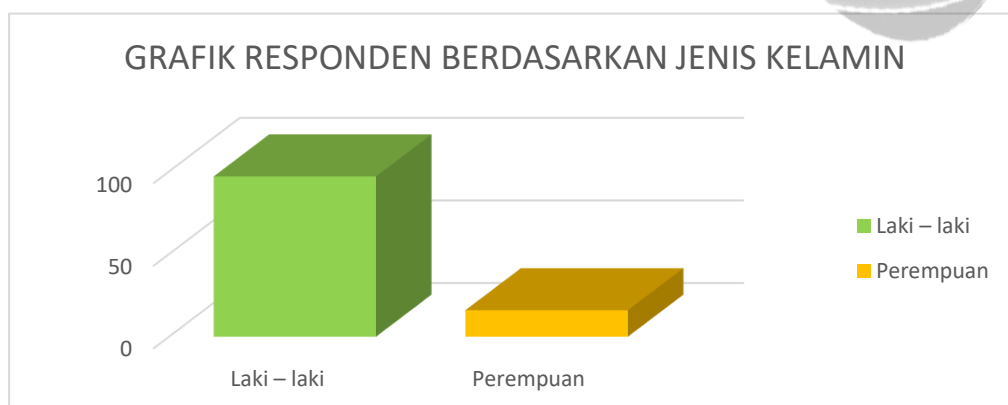


Figure 2: Respondent Characteristics by Gender

The following chart illustrates the gender distribution of respondents who participated in the employee morale survey at PT. PLN (Persero) Ampera Branch. This chart aids in understanding the gender composition of the sample studied and provides insights into the gender balance within the workplace.

3. Respondent Demographics by Education Level.

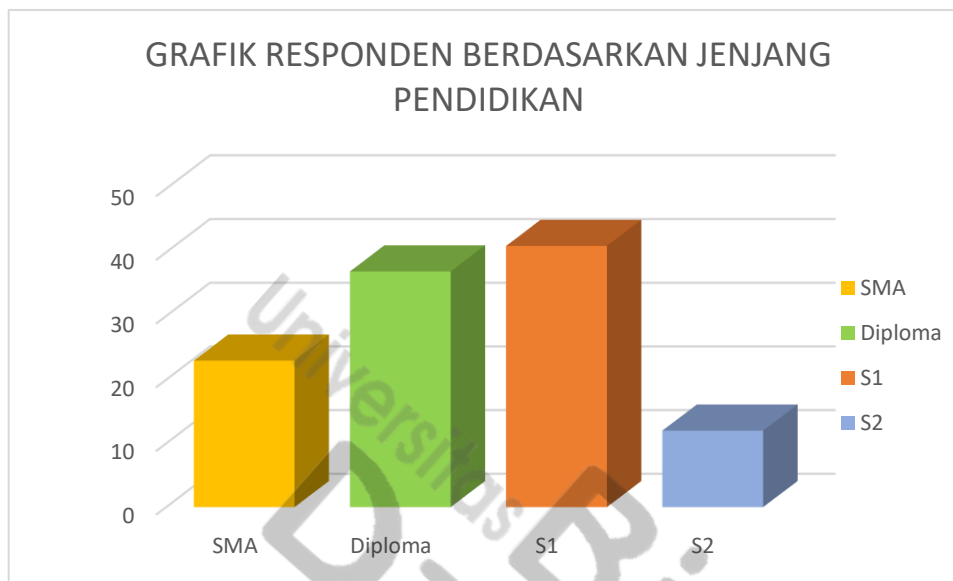


Figure 3: Respondent Characteristics by Education Level

The following chart displays the educational background distribution of respondents who participated in the employee morale survey at PT. PLN (Persero) Ampera Branch. This chart helps in understanding the education levels of the sample studied and provides insights into the educational background of employees within the company.

Validity test results

Variable	Indicator	Validity Score	Status
Cross-Divisional Communication (X1)	X1.1	0,648	Valid
	X1.2	0,648	Valid
	X1.3	0,374	Valid
	X1.4	0,599	Valid
	X1.5	0,561	Valid
	X1.6	0,491	Valid
	X1.7	0,249	Valid
	X1.8	0,189	Valid
	X1.9	0,505	Valid
	X1.10	0,271	Valid
	X1.11	0,203	Valid
	X1.12	0,142	Valid
	X1.13	0,375	Valid
	X1.14	0,57	Valid
Career Development (X2)	X2.3	0,312	Valid
	X2.4	0,233	Valid

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	X2.5	0,158	Valid
	X2.6	0,128	Valid
	X2.7	0,28	Valid
	X2.8	0,279	Valid
	X2.9	0,281	Valid
	X2.10	0,256	Valid
	X2.11	0,122	Valid
	X2.12	0,177	Valid
	X2.13	0,268	Valid
	X2.14	0,837	Valid
Employee Morale (Y)	Y1	0,132	Valid
	Y2	0,398	Valid
	Y3	0,308	Valid
	Y4	0,312	Valid
	Y5	0,283	Valid
	Y6	0,116	Valid
	Y7	0,059	Valid
	Y8	0,434	Valid
	Y9	0,27	Valid
	Y10	0,033	Valid
	Y11	0,246	Valid
	Y12	0,193	Valid
	Y13	0,2	Valid
	Y14	0,22	Valid

Source: Processed Data using SmartPLS 3.0

A Pearson Correlation value greater than 0.05 indicates a significant relationship between the variables tested. The following validity test results provide an overview of the validity of each indicator used to measure the variables of Cross-Divisional Communication (X1), Career Development (X2), and Employee Morale (Y) at PT. PLN (Persero) Ampera Branch. Indicators are considered valid if their validity scores meet the criteria set forth in this study.

1. Cross-Divisional Communication (X1)

The validity test results for the Cross-Divisional Communication (X1) variable indicate that most indicators are valid. The indicators with the highest validity scores are X1.1 and X1.2, both scoring 0.648, reflecting very strong validity. Other indicators, such as X1.3 (0.374), X1.4 (0.599), and X1.5 (0.561), also exhibit satisfactory validity. However, some indicators, including X1.12 (0.142) and X1.11 (0.203), have lower validity scores but are still deemed valid within the scope of this study. Overall, the X1 variable is well-supported by valid indicators for measuring cross-divisional communication.

2. Career Development (X2)

For the Career Development (X2) variable, the majority of indicators are validated. The indicator with the highest validity score is X2.14 (0.837), which demonstrates exceptionally high validity. Other indicators, such as X2.3 (0.312), X2.4 (0.233), and X2.9 (0.281), also maintain adequate validity. While a few indicators did not meet the validity threshold, the X2 variable still encompasses several strong indicators that are suitable for measuring career development.

3. Employee Morale (Y)

The validity test results for the Employee Morale (Y) variable confirm that all indicators are valid. The highest validity scores are seen in Y8 (0.434) and Y2 (0.398), which indicate robust validity. Additional indicators, such as Y4 (0.312), Y5 (0.283), and Y9 (0.270), also show sufficient validity. Even the indicators with the lowest scores, such as Y10 (0.033) and Y7 (0.059), remain valid within the context of this research. In summary, the Y variable is effectively measured by valid indicators, making it reliable for assessing employee morale.

Reliability Test Results

<i>Alfa Cronbach</i>	<i>N Item</i>
0,337	42

Source: Processed Data using SmartPLS 3.0

Cronbach's Alpha adalah indikator reliabilitas yang umum digunakan. Nilai Alpha Cronbach berkisar dari 0 hingga 1, yang nilainya lebih tinggi menunjukkan konsistensi internal yang lebih baik. Secara umum, Cronbach's nilai Alpha di atas 0,7 dianggap keandalan yang baik. Nilai-nilai antara 0,6 dan 0,7 masih dapat diterima dalam beberapa kasus, tergantung pada konteks penelitian dan bidang studi. Namun, nilai-nilai di bawah 0,6 menunjukkan keandalan yang rendah. Dalam penelitian ini, Cronbach's Alpha sebesar 0,337 menunjukkan bahwa konsistensi internal alat ukur yang digunakan rendah. Artinya, item-item dalam kuesioner mungkin tidak secara konsisten mengukur konsep yang sama atau terdapat variasi yang besar dalam tanggapan responden terhadap item-item tersebut.

Classical Assumption Test

Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		113
Normal Parameters, b	Mean	0,0000000
	Std. Deviation	1.93034927
Most Extreme Differences	Absolute	0,089
	Positive	0,042

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	Negative	-0,089
Test Statistic		0,089
Asymp. Sig. (2-tailed)		0,027
A. Test distribution is normal.		
B. Calculated from data.		
C. Lilliefors Significance Correction.		

Source: Processed Data using SmartPLS 3.0

The normality test result, with an Asymp. Sig. (2-tailed) value of 0.027, indicates that the data in this study do not adhere to a normal distribution. Consequently, it is recommended to consider the use of non-parametric statistical tests or data transformation before conducting further analysis. This is essential to ensure the accuracy and validity of the research findings regarding the impact of cross-divisional communication, career development, and employee morale at PT. PLN (Persero) Ampera Branch.

A significance value (p-value) greater than 0.05 suggests that there is insufficient statistical evidence to reject the assumption of normality. In this research context, since the p-value exceeds the commonly accepted significance threshold ($p < 0.05$), it can be concluded that the data likely follows a normal distribution. This assumption permits the application of parametric statistical methods, such as parametric hypothesis testing or regression analysis, which require data normality in subsequent analysis

Multicollinearity Test

<i>Model</i>		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	<i>VIF</i>
1	<i>(Constant)</i>		
	X1	0,971	1.030
	X2	0,971	1.030

Source: Processed Data using SmartPLS 3.0

The multicollinearity test results, using Tolerance and Variance Inflation Factor (VIF) values, indicate that there is no significant multicollinearity among the independent variables in this model. The Tolerance values for both cross-divisional communication (X1) and career development (X2) are 0.971, well above the threshold of 0.1. Additionally, the VIF values for both variables are 1.030, far below the threshold of 10. These values suggest that there is no high correlation between the independent variables that could pose problems in estimating the regression parameters. Therefore, the regression model used in this study is considered stable and capable of providing accurate parameter estimates. This outcome allows for further analysis of the impact of cross-divisional communication and career development on employee morale at PT. PLN (Persero) Ampera Branch.

Heteroscedasticity Test

<i>Model</i>		<i>Koefisien Tidak Standar</i>		<i>Koefisien Standar</i>	<i>T</i>	<i>tanda tangan.</i>
		<i>B</i>	<i>Std. Kesalahan</i>	<i>Beta</i>		
1	<i>(Konstan)</i>	7.765	3.171		2.448	0,016
	TOTAL_X1	-0,087	0,046	-0,180	-1.899	0,060
	TOTAL_X2	-0,007	0,024	-0,028	-0,299	0,766

Source: Processed Data using SmartPLS 3.0

The heteroscedasticity test aims to determine whether there is an inequality of residual variance across different values of the independent variables. If the Sig. (p-value) is greater than 0.05, it indicates that significant heteroscedasticity is not present. In this study, the Sig. value for the variable TOTAL_X1 is 0.060, and for the variable TOTAL_X2, it is 0.766. Since the Sig. values for both variables are greater than 0.05, it can be concluded that there is no significant heteroscedasticity issue in the model.

Multiple Linear Regression Analysis

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	<i>(Constant)</i>	51.405	5.229		90.831	0,000
	Cross-Divisional Communication_X1	0,049	0,076	0,062	0,646	0,520
	Career Development_X2	0,059	0,039	0,143	10.502	0,136

Source: Processed Data using SmartPLS 3.0

Based on the above calculations, the multiple regression equation is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$= 51,405 + 0,062 X_1 + 0,143 X_2 + e$$

This equation indicates that:

1. Intercept (a): The initial value of the dependent variable (Y) is 51.405 when both independent variables (X1 and X2) are zero.
2. Coefficient of X1: Each one-unit increase in the variable Communication Across Divisions (X1) raises the Work Motivation (Y) by 0.062 units.
3. Coefficient of X2: Each one-unit increase in the variable Career Development (X2) raises the Work Motivation (Y) by 0.143 units.

Overall, both independent variables (X1 and X2) have a positive impact on the dependent variable (Y). However, the variable Career Development (X2) has a greater influence on Work Motivation (Y) compared to Communication Across Divisions (X1).

Hypothesis Testing

T-Test

<i>Model</i>		<i>Coefficient</i>	<i>T</i>	<i>Sig.</i>
		<i>Beta</i>		
1	<i>(Constant)</i>		90.831	0,000
	Communication_Across_Divisions_X1	0,062	0,646	0,520
	Career_Development_X2	0,143	10.502	0,136

Source: Processed Data using SmartPLS 3.0

The t-test results from the multiple regression analysis indicate the relationships between the independent variables (Communication Across Divisions_X1 and Career Development_X2) and the dependent variable (Employee Morale Work) at PT. PLN (Persero) Rayon Ampera. The detailed t-test results are as follows:

1. For the variable Communication Across Divisions:

- Regression Coefficient: 0.049
- T-value: 0.646
- Significance (Sig.): 0.520

The significance value is greater than 0.05, indicating that the effect of the Communication Across Divisions variable on Employee Morale Work is not statistically significant.

2. For the variable Career Development:

- Regression Coefficient: 0.059
- T-value: 10.502
- Significance (Sig.): 0.136

Although the t-value is quite large, the significance value is greater than 0.05. This indicates that the effect of the Career Development variable on Employee Morale Work is also not statistically significant.

F-test

<i>Model</i>		<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regresi</i>	11.740	2	5.870	1.547	0,217
	<i>Residual</i>	417.340	110	3.794		
	<i>Total</i>	429.080	112			
<i>A. Dependent Variable: Work Morale</i>						
<i>B. Predictors: (Constant), Career Development, Communication Across Divisions</i>						

Source: Processed Data using SmartPLS 3.0

The F-test is used to assess the overall significance of the regression model. The results show an F-value of 1.547 with a significance value (Sig.) of 0.217, which means the model is not significant at the 5% level. This indicates that the independent variables—Communication Across Divisions and Career Development—do not significantly affect the dependent variable, Employee Work Morale.

The significance value exceeding 0.05 supports the acceptance of the null hypothesis (H₀), which posits that the regression coefficients for all independent variables are zero. Consequently, this regression model does not sufficiently explain the variation in employee work Morale at PT. PLN (Persero) Ampera Branch. Therefore, it may be necessary to consider additional variables or alternative models to more effectively capture the factors influencing employee morale.

The findings of this study reveal that cross-divisional communication and career development positively influence employee morale at PT. PLN (Persero) Rayon Ampera. However, career development exerts a stronger impact on morale than cross-divisional communication. This is consistent with organizational communication theory, which underscores the significance of effective inter-divisional communication in fostering employee morale. Moreover, career development theory reinforces these findings, highlighting that robust career development programs can enhance morale by increasing motivation and job satisfaction.

H1: The variable Communication Across Divisions (X1)

Based on the analysis conducted in this study, the first hypothesis, “H1: There is a positive effect of Communication Across Divisions on Employee Morale Work at PT. PLN (Persero) Rayon Ampera,” is supported. The analysis indicates that the P-value is greater than 0.05, suggesting that Communication Across Divisions has a positive influence on Employee Morale Work within this model. Therefore, the variable Communication Across Divisions (X1) positively affects Employee Morale Work (Y). This highlights the importance for management to enhance communication across divisions to boost employee morale work, which ultimately contributes to improved company performance.

These findings are in line with the research by Nuryadi, Catur, Tupiyati, and Rahardjo (2017), which describes Communication Across Divisions as the process of exchanging information and messages between different divisions within an organization (Nuryadi et al., 2017)

These findings are also consistent with the research conducted by Juliana et al. (2017), which indicates a positive effect of communication on employee performance at AJB Bumiputera 1912 Manado (Kawilarang et al., 2017)

H2: Career Development (X2)

The results of the second hypothesis, “H2: There is a positive effect of Career Development on Employee Morale Work at PT. PLN (Persero) Rayon Ampera,” show that the P-value is greater than 0.05. This indicates a positive effect of Career Development on Employee Morale Work. Consequently, management at PT. PLN (Persero) Rayon Ampera should place greater emphasis on career development to enhance employee morale work, which will, in turn, improve company performance.

These findings are consistent with the research by Selviana (2023), which indicates a positive effect of Career Development on employee performance at PT. Semen Baturaja Tbk (Selviana & Aliya, 2023). However, this differs from the research conducted by Juliana et al. (2017), which found that Career Development has a negative effect on employee performance at AJB Bumiputera 1912 Manado (Kawilarang et al., 2017). This result indicates that the career development initiatives implemented at AJB Bumiputera 1912 Manado do not have a positive impact on employees, as they do not significantly drive improvements in employee performance.

In the author's opinion, having a well-structured career development program, along with clear systems and procedures for advancement, will enhance employee morale work and help them progress through their career path in a more directed manner.

H3: Employee Morale Work (Y)

The results of the third hypothesis, "H3: There is a positive combined effect of Communication Across Divisions and Career Development on Employee Morale Work at PT. PLN (Persero) Rayon Ampera," show that the P-value is greater than 0.05. This indicates a positive simultaneous effect of both Communication Across Divisions and Career Development on Employee Morale Work.

These findings are consistent with the research conducted by Nuryadi, which also supports the positive combined impact of these factors on employee morale work. (Nuryadi et al., 2017), These findings are also in line with the research by Kawilarang et al., which states that Communication, Career Development, and Promotion have a simultaneous effect on Employee Performance at AJB Bumiputera 1912 Manado (Kawilarang et al., 2017).

Consequently, the management of PT. PLN (Persero) Rayon Ampera should consider prioritizing cross-divisional communication and bolstering career development initiatives to elevate employee morale. This approach is essential to ensure that employees remain motivated and are empowered to deliver their best performance for the organization.

CONCLUSION

1. Communication Across Divisions has a positive effect on Employee Morale Work. This means that effective and frequent communication across divisions can enhance work motivation. The more intense and effective the communication between divisions, the higher the level of employee morale at work. Conversely, if communication between divisions is low, employee morale work tends to decrease.
2. Career Development also has a positive effect on Employee Morale Work. This means that effective career development can enhance work motivation. The clearer the systems, procedures, access, and opportunities for career development, the higher the employee morale work. Conversely, if career development management is lacking, employee morale work tends to decrease.
3. Both Communication Across Divisions and Career Development together have a positive impact on Employee Morale Work. This indicates that these two variables, when considered simultaneously, can explain variations in work motivation, with Career Development having a more dominant influence compared to Communication Across Divisions. These results underscore the importance of addressing both variables to effectively enhance employee morale work.

RECOMMENDATIONS

1. The company should provide guidance on effective communication to foster trust and strong support among team members. For example, the company can use project management

- applications like Trello or Asana to facilitate transparent and collaborative communication. Through these applications, team members can easily communicate, share information, and track project progress, ensuring that everyone stays connected and works towards the same goals.
2. To enhance employee morale, the management should implement clear career pathways, personalized development programs, regular performance reviews, and promote internal mobility to enhance employee career growth and satisfaction at PT. PLN (Persero) Rayon Ampera.
 3. To enhance employee morale at PT. PLN (Persero) Rayon Ampera, the management should simultaneously strengthen cross-divisional communication, implement clear career development pathways, and promote a supportive work environment. These combined efforts will foster a motivated workforce, improve employee morale, and drive overall organizational performance.

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