

Career Development as a Mediator of Internal Communication and Work Motivation on Employee Performance

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Abstract: *This study examines how internal communication and work motivation affect civil servant performance through career development as a mediator. Using a quantitative approach with an explanatory design to describe the relationship and influence between variables on 31 civil servants in the Communication, Informatics, and Statistics Office of Musi Rawas Regency, data were collected through questionnaires, observation, and documentation. The analysis included linear regression, path analysis, and Sobel's test to examine direct and indirect effects. The results showed that internal communication and work motivation had a positive effect on career development and performance; career development significantly mediated the influence of internal communication and work motivation on employee performance. These findings emphasize the importance of career-based intervention designs that link organizational communication practices and employee motivation to performance achievement. The uniqueness of the study lies in testing the mediation model at the district level with explicit links between individual/organizational and performance, providing a concise and measurable empirical basis for formulating human resource development policies in the public sector. Recommendations emphasize strengthening internal communication, maintaining motivation, and structured career development programs to optimize civil servant performance.*

Keywords: Internal Communication, Work Motivation, Career Development, Employee Performance, Public Sector

JEL: O2, I2, J5

1. INTRODUCTION

Technological disruption has improved the ability of public administration to implement data-driven approaches and systems. As a result, the ability to operate in a digital environment has become inevitable for civil servants (Maharani et al., 2024). On the other hand, the 2023 SPBE Index (KepmenpanRB, 2024) of 2.79 ("Good") at the national level shows both progress and challenges that still exist in digital governance in various state institutions, especially regarding the integration of state services. On the other hand, the 2022-2023 ASN Professionalization Index (Anggara et al., 2024). shows that the ability of civil servants to provide fundamental added value to the country is still lacking. The score is very low, with a classification of 59.46%.

In Indonesia, the performance of the civil service is better, especially when it comes to job satisfaction, and can be seen as an indirect factor. It functions as an intermediary variable in the mediation pathway. However, this does not apply uniformly in relation to work motivation. For example, in Musi Rawas, evidence shows that this issue has not been resolved. Internal communication and motivation are still needed within the organization. Opportunities for career development and advancement for civil servants still need attention. The performance targets for energetic civil servants and e-goals, especially e-governance, have not met the set targets.

The following is the performance data of the Musi Rawas Regency Communication, Informatics, and Statistics Office for 2021-2023:

Table 1. Performance Achievements for 2021-2023

Strategic Objectives / Performance Indicators	2021		2022		2023	
	Target	Actual	Target	Actual	Target	Actual
Increased provision of public services in the field of information and communication technology	100	71	100	75	100	68
Improved quality of government administration	100	75	100	72	100	75

Increased development and control of ICT infrastructure	100	70	100	60	100	65
Realization of <i>e-government</i> service management and development	100	70	100	50	100	60
Realization of ICT-based public communication management	100	90	100	75	100	80
Improved regional statistical data management	100	70	100	80	100	75
Improved data and information security systems in the region	100	85	100	90	100	80%

Source: Musi Rawas District Communication, Information, and Statistics Office, 2024

Based on the table, the performance achievements for 2021–2023 show: (1) the implementation of ICT public services was realized at 71%, 75%, and 68%; (2) the quality of government administration governance was 75%, 72%, and 75%; (3) ICT infrastructure development and control at 70%, 60%, and 65%; (4) e-government service management and development at 70%, 50%, and 60%; (5) management of ICT-based public communication at 90%, 75%, and 80%; (6) regional statistical data governance at 70%, 80%, and 75%; and (7) regional data and information security systems at 85%, 90%, and 80%. Overall, no target reached 100% during this period.

This study fills an important gap by exploring and testing the career development mediation model at the local government level, as well as attempting to link the predictors of internal communication and work motivation with individual performance outcomes and objective governance indicators (SPBE). It makes an important contribution from Human Capital Theory and Social Exchange Theory to show that structured and organized career development enables higher organizational contributions to digital readiness and employee performance through organizational investment in competencies and perceived organizational support. Based on research (Anggara et al., 2024; Maharani et al., 2024), it confirms the relationship between individual performance and system-level SPBE outcomes. This improves the alignment between HR outcomes and governance in digital HR management practices (KepmenpanRB, 2024). His model proposes practical transformations for employees in the form of a structured competency-based career system for digital roles, improved e-government performance through organized mentoring schemes to develop better adaptive capacity, and KPIs that align individual development targets with SPBE targets.

2. LITERATURE REVIEW

2.1 Internal Communication

Communication is an individual and group activity because it involves sending and receiving messages to produce understanding. Communication is described as the process of sending and receiving messages between communicators and communicants through certain channels that can be direct or indirect (Widianti & Choirunnisa, 2023). The communication model includes four main elements: communicator, message, channel, and receiver. Effective communication improves the delivery of accurate information and fosters personal relationships within an organization (Holzwarth et al., 2021).

In organizations, internal communication is more specific and relates to the delivery of messages between a group of people to achieve common goals (Widianti & Choirunnisa, 2023). This includes upward and downward communication as well as communication between superiors and subordinates. It has been found that internal communication includes informal communication necessary for good organizational functioning because it minimizes misunderstandings and promotes conflict (Holzwarth et al., 2021).

2.2 Work Motivation

Motivation describes an individual's internal drive as well as their intensity, persistence, and external focus on goals. Motivation is a driving force and therefore forms the basis of individual motivation, as well as expectations and aspirations for effective motivation in

organizations above all else.

Motivation undoubtedly influences employee behavior and their level of productivity within an organization. At the physiological level of motivation, from the most basic form, namely primary needs, to self-actualization, the level of motivation and concentration of employees will determine their output, and management plans will target these elements (Constantinescu & Stegăroiu, 2023). Working conditions combined with employee expectations of the motivational tactics applied will increase the motivation gap, satisfaction levels, and ultimately productivity levels within the organization.

2.3 Career development

Career development is a strategic activity that aims to build an individual's work competencies to achieve specific goals in their career. According to (Mallillin, 2023), it is a continuous effort towards self-oriented personal and professional advancement. Kulkarni et al. (2020) emphasize the importance of purposeful planning in supporting employee growth and development in organizations. (Wijayati et al., 2022) also discuss the need to implement career plans and focus on formal and informal education.

Cherif, (2020) states that the goal of career development is to balance personal and organizational goals, thereby improving employee well-being, loyalty, and maintaining good working relationships. Kulkarni et al., (2020) emphasize that career development is important for the purpose of creating a better workplace atmosphere.

2.4 Employee Performance

In performance evaluation, Purwiyanto & Purwanto, (2023) explain that performance can be assessed from various aspects, including quality, quantity, working time, and cooperation. The identified performance elements, such as functional tasks and behavior, indicate the importance of understanding social interactions in an organizational context. Setiawan et al., (2023) emphasize that performance must meet the criteria of legality and responsibility as part of employee accountability.

The main objective of employee performance measurement is to align individual expectations with organizational goals to create optimal performance (Wulansari & Rahmi, 2019). Performance appraisal helps improve employees' understanding of their expectations, career development, and appropriate training planning (Purwiyanto & Purwanto, 2023). Therefore, factors influencing employee performance must be considered, including motivation, competence, work systems, and team support.

3. METHOD

This study uses a quantitative approach with an explanatory design to describe the relationship and influence between variables, namely internal communication and work motivation as independent variables, career development as a mediating variable, and performance as a dependent variable (Ghozali, 2018). The research population included all civil servants at the Communication, Informatics, and Statistics Office of Musi Rawas Regency (N=31). Because the number of respondents was <100, the entire population was included as a sample (population research/census), so that the parameter estimates directly represented the target population and were valid for this unit of analysis. consequently, external validity is limited to the same agency, but internal inferential validity for the population of N=31 is strengthened because there is no sampling error (Munawarah et al., 2024). Data were collected through a Likert-scale questionnaire to measure attitudes, opinions, and perceptions, supplemented by observations and documentation as supporting evidence. All items were created as statements that respondents were asked to answer on a scale of 1 (strongly disagree) to 5 (strongly agree) (Sugiyono, 2018). The validity of the instrument was determined in two stages. Construct validity was determined through the total item correlation (CITC) on each scale. The questionnaire was evaluated for internal reliability using Cronbach's alpha for each construct. Regression analysis, based on the Ordinary Least Squares (OLS) method, was applied to the independent and dependent variables estimated according to the research model (Ghozali, 2018). The model was adjusted to the regression assumptions so that the parameters could be estimated accurately. Residual normality was examined using the Shapiro-Wilk test to support other residual criteria such as Q-Q plots. Residuals were considered normal if the p-value was greater than 5 percent and the points on the Q-Q plot were randomly scattered parallel to the diagonal line without

systematic deviation. Multicollinearity was evaluated based on tolerance and variance inflation factor (VIF). Data analysis included linear regression, partial t-tests, path analysis, and Sobel tests to detect mediating effects (Ghozali, 2018). Given the limited sample size, classical assumptions (normality, multicollinearity, heteroscedasticity) were rigorously tested, and bootstrap was recommended as a complement to the Sobel test to increase the robustness of indirect effect estimates without adding data sources, in line with the explanatory objective of testing the influence formed in the model.

4. RESULTS AND DISCUSSION

4.1 Result

4.1.1 The Effect of Internal Communication on Employee Performance

1. Simple Linear Regression Result of Internal Communication on Employee Performance

Table 2. Simple Linear Regression Results of Internal Communication on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	26.719	3.289	
Internal Communication (X1)	0.478	0.070	0.786

Source: Primary data processed by researchers, 2024

The outcomes of the simple linear regression analysis are presented in Table 2. The analysis can be summarised using the equation $Y = 26.719 + 0.478X1$. The data reveals that the constant value, also known as the intercept, is $a = 26.719$ units. This indicates that without considering the internal communication variable (X1), the employee performance metric (Y) would be 26.719 units. Furthermore, the regression coefficient value for the internal communication variable was $b = 0.478$ units. This indicates that a 1 unit increase in internal communication would yield an increase of 0.478 units in the employee performance value. Finding bolsters prior research that emphasized the importance of internal communication in improving employee performance, particularly due to increased participation and teamwork within the organization.

2. T Test Effect of Internal Communication on Employee Performance

Table 3. Results of t Test Internal Communication on Employee Performance

Model	t	Sig.
Internal Communication (X1)	6.849	0.000

Source: Primary data processed by researchers, 2024

The result of the t-test for Internal Communication (X1) as a predictor of Employee Performance (Y) is of interest from the point of view of its results (as shown in Table 3). It is clear that the tcount value of 6.849 is far greater than the ttable value of 1.697 (with 30 degrees of freedom) and a significance value of 0.000. This shows that in the Office of Communication, Information and Statistics of Musi Rawas Regency, there exists a partial significant relationship between Internal Communication (X1) and Employee Performance (Y). This result supports other studies which have concluded that internal communication is one of the key determinant factors in the enhancement of employee performance due to its influence on their motivation and participation at work.

Employee performance (Y) in this case can be predicted leveraging the two variables X1 Internal Communication which has a Beta value of 0.786. Also, obtaining the value of R² gives us 0.618, which means the internal communication variable is able to explain 61.8% of employee performance variance. This supports the theory that internal communications influence the engagement and performance of employees,

which states that better collegial and professional communication fosters engagement.

4.1.2 The Effect of Work Motivation on Employee Performance

1. Simple Linear Regression Result of Work Motivation on Employee Performance

Table 4. Simple Linear Regression Results of Work Motivation on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	29.767	4.545	
Work Motivation (X2)	0.395	0.092	0.622

Source: Primary data processed by researchers, 2024

The outcomes from the simple linear regression analysis are located in Table 4, while the regression equation is formulated as $Y = 29.767 + 0.395 X_2$. In this case, the constant value $a = 29.767$ informs us that even without the influence of the Work Motivation variable (X_2), the Employee Performance (Y) metric would achieve a baseline level of 29.767 units. This corroborates findings from several studies that were captured in the simpler linear regression estimates, illustrating their effectiveness when attempting to determine the impact of one variable on another and even in instances where the pertinent literature is absent from the bibliography (Fatman et al., 2023).

The Work Motivation's regression coefficient is $b = 0.395$ units. It implies that for each additional unit of Work Motivation, the Employee Performance will increase by 0.395 units. This supports earlier research asserting the relation between motivation and individual performance is positive. In fact, this literature review is lacking references that highlight the strong connection between the motivating factors and performance. Although such references do exist that stress the need to enhance the psychological characteristics of workers in a variety of organisational settings, this review lacks those references (Gamboa et al., 2023).

2. T Test Effect of Work Motivation on Employee Performance

Table 5. Results of the t Test Work Motivation on Employee Performance

Model	t	Sig.
Work Motivation (X2)	4.279	.000

Source: Primary data processed by researchers, 2024

At the Office of Communication, Information, and Statistics of Musi Rawas Regency, motivation connected to performance evaluation aligns seamlessly with organisational productivity, evident from the t-test results in Table 8. The calculated t-value of 4.279 surpasses the critical t-value of 1.697 at 30 degrees of freedom. Given the significance level of 0.000, which is less than 0.05, it is clear that Work Motivation (X_2) influences Employee Performance (Y) and functions independently. Since (X_2) does influence Employee Performance (Y) on its own.

Work Motivation (X_2) contributes positively to Employee Performance (Y) with a Beta value equal to 0.622. This establishes a significant and positive correlation. Moreover, the coefficient of determination $R^2 = 0.387$ reveals that 38.7% of Employee Performance is attributed to Work Motivation (X_2). However, 61.3% of other factors that could impact this metric still exist.

4.1.3 The Effect of Career Development on Employee Performance

1. Simple Linear Regression Result of Career Development on Employee Performance

Table 6. Simple Linear Regression Results of Career Development on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta

(Constant)	16.389	5.919	
Career Development	0.681	0.123	0.717

Source: Primary data processed by researchers, 2024

The findings in Table 9 from the analysis of simple linear regression illustrate the connection between career development and employee performance. The derived regression equation shows that $(Y = 16.389 + 0.681Z)$, where (Y) is employee performance and (Z) is career development. The constant ($a = 16.389$) suggests that employee performance is expected to be at the zero or Z minimum of 16.389 if there is no career development ($Z = 0$). This value indicates the best one can expect for performance without any career development efforts. This supports the conclusion reached by Munawarah et al., (2024) which stated that career development initiatives enhance the levels of performance by employees.

Moreover, the coefficient for the career development variable ($b = 0.681$) demonstrates the presence of a positive correlation between the variables. Furthermore, it can be said that the increase of one unit in career development results in a 0.681 unit rise in performance. This positive correlation also supports the literature which posits that effective career development programmes facilitate improvements in job performance significantly.

2. T Test Effect of Career Development on Employee Performance

Table 7. Results of t Test Career Development on Employee Performance

Model	t	Sig.
Career Development	5.542	.000

Source: Primary data processed by researchers, 2024

The results from the t-test in Table 6 indicate that the Career Development variable (Z) has a significant impact on Employee Performance (Y) at the Department of Communication, Informatics, and Statistics of Musi Rawas Regency. This is evident from a t-count of 5.542, which surpasses the critical t-table threshold of 1.697 for ($n-1 = 30$) at a significance level of 0.000. This corroborates the hypothesis stating that Career Development impacts the outcome with a p-value < 0.05 . Hence, we can conclude that Career Development significantly, and partially, influences Employee Performance. Other studies supporting these findings explain that career development directly correlates with reinforced organisational performance through the fulfilment of job expectations and heightened employee morale.

4.1.4 Sobel test the Effect of Internal Communication (X_1) on Employee Performance (Y) through Career Development (Z)

The mediating effect shown is significant or not tested with the sobel test as follows:

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sab = \sqrt{(0,348^2 \times 0,092^2) + (0,405^2 \times 0,127^2) + (0,092^2 \times 0,127^2)}$$

$$Sab = \sqrt{(0,121104 \times 0,008464) + (0,16259904 \times 0,016129) + (0,008464 \times 0,016129)}$$

$$Sab = \sqrt{(0,0001024956 \ 16) + (0,0026143531 \ 536) + (0,0001361167 \ 28)}$$

$$Sab = \sqrt{0,0028529655}$$

$$Sab = 0,053$$

Furthermore, based on the results of the sobel test above, the t value of the mediation statistics is obtained:

$$t_{hitung} = \frac{0,405 \times 0,348}{0,053}$$

$$t_{hitung} = \frac{0,14094}{0,053}$$

$$t_{hitung} = 2,661$$

The findings of this research indicate that the t-count value of 2.661 exceeds the t-table value of 1.697. This result aligned previously conducted research which concludes that communication within the organization has a great impact on the leadership of the employees, which in turn improves productivity (Kuswara et al., 2023; Maheswari et al., 2023).

In motivating employees, openness in organizational communication is often cited as a factor (Esen et al., 2023), while personal development is primarily supported by open communication and support in the workplace (Lubis, 2024). Furthermore, structured programs for career advancement within an organizational career framework can improve performance by encouraging constructive perceptions of career progress. This indicates that enhanced support for career development improves employees' self-efficacy within the organization and boosts performance.

4.1.5 Sobel test the Effect of Work Motivation on Employee Performance through Career Development as an *intervening* variable

The mediating effect shown is significant or not tested with the sobel test as follows:

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sab = \sqrt{(0,523^2 \times 0,112^2) + (0,289^2 \times 0,120^2) + (0,112^2 \times 0,120^2)}$$

$$Sab = \sqrt{(0,273529 \times 0,012544) + (0,083521 \times 0,0144) + (0,012544 \times 0,0144)}$$

$$Sab = \sqrt{(0,003430) + (0,001202) + (0,000180)}$$

$$Sab = \sqrt{0,004812}$$

$$Sab = 0,069$$

Furthermore, based on the results of the sobel test above, the t value of the mediation statistics is obtained:

$$t_{hitung} = \frac{0,289 \times 0,523}{0,069}$$

$$t_{hitung} = \frac{0,151307}{0,069}$$

$$t_{hitung} = 2,193$$

Based on the analysis, the calculated tcount value is 2.193, which is greater than the critical ttable value of 1.697. This indicates that there is a significant effect of Work Motivation on Employee Performance with Career Development acting as an intervening variable. Previous research has shown the role of motivation in improving employee performance, noting that greater motivation often leads to increased work efficiency and satisfaction.

4.2 Discussion

4.2.1 The Effect of Internal Communication on Employee Performance at the Communication, Information and Statistics Office of Musi Rawas Regency

The regression results show that Internal Communication has a strong and significant effect on Employee Performance ($R^2 = 0.618$; $t = 6.849 > 1.697$; $p = 0.000 < 0.05$), so that approximately 61.8% of performance variation can be explained by the quality of internal communication at the Musi Rawas Communication and Information Agency. This finding is in line with previous studies that place communication as a driver of cross-unit coordination and productivity, while reinforcing the argument that clear, timely, and two-way information flow increases role clarity, reduces conflict, and speeds up task completion. From an HRM perspective, these results are consistent with the logic of performance management and talent development: effective communication becomes a soft infrastructure that synchronizes individual and organizational goals, provides regular feedback, and facilitates on-the-job learning that leads to higher performance (Arsawan et al., 2023; Sinaga & Silalahi, 2024).

From a motivational theory perspective, clarity of expectations and line of sight to organizational goals strengthens the expectancy, instrumentality, and valence pathways, as well as fulfilling psychological needs for competence and connectedness, which in turn encourage effort and persistence. In the organizational communication model, these findings reflect the functioning of formal and informal boundaries, feedback mechanisms, and reduction, so that cross-departmental coordination runs smoothly. Conversely, weak communication creates misperceptions and inter-employee conflicts that suppress productivity, posing an increasingly greater risk amid accelerating technological change. Therefore, strengthening internal communication governance should be positioned as a priority intervention for performance improvement.

4.2.2 The Effect of Work Motivation on Employee Performance at the Communication, Information and Statistics Office of Musi Rawas Regency

The regression results show that work motivation has a significant and substantive effect on employee performance ($\beta = 0.622$; $R^2 = 0.387$; $t = 4.279 > 1.697$; $p = 0.000$), which means that approximately 38.7% of the variation in performance is explained by work motivation at the Musi Rawas Communication and Information Agency. This strong effect is in line with previous studies that place motivation as the main driver of employee productivity, while confirming that increased motivation correlates with increased performance. Within the HRM framework, these findings are consistent with talent and performance management practices: reward systems, clear objectives, and opportunities for competency development strengthen engagement and drive work outcomes (Arsawan et al., 2023; Sinaga & Silalahi, 2024).

Viewed through motivation theory, when employees see a clear relationship between effort, performance, and rewards, as well as the fulfillment of autonomy, competence, and relatedness needs, intrinsic motivation is fostered. Meanwhile, in the organizational communication model, the quality of information flow, clear goals, regular feedback, and responsive channels serve as prerequisites that strengthen the effect of motivation on performance by reducing role ambiguity and coordination friction. Practically speaking, because organizational tasks demand technology-based administrative efficiency and statistical data, strengthening motivation needs to be operationalized through meaningful work design, transparent KPIs, performance-based rewards, and support for digital competency development so that its impact on performance is optimized..

4.2.3 The Effect of Career Development on Employee Performance at the Communication, Information and Statistics Office of Musi Rawas Regency

The test results show that Career Development has a strong and significant effect on Employee Performance ($\beta = 0.717$; $R^2 = 0.514$; $t = 5.542 > 1.697$; $p = 0.000$), so that 51.4% of the variation in performance at the Musi Rawas Communication and

Information Agency is explained by career development. This finding is in line with previous research that confirms the contribution of career development programs to employee performance (Herlambang et al., 2023) and is consistent with evidence that career development can even mediate the influence of other managerial practices, such as succession planning on performance.

From an HRM perspective, these results are consistent with the logic of human capital and talent management: competency-based career paths, access to training, and clarity of promotion increase skill accumulation and role readiness, which in turn drive performance. From a motivation theory perspective, career development strengthens the effort pathway to performance and career rewards, and fulfills the needs for autonomy, competence, and relatedness, thereby increasing intrinsic motivation and work engagement. In the organizational communication model, effective career development requires a clear flow of information about standards, opportunities, and feedback, making communication quality a prerequisite that magnifies the impact of career on performance. Thus, these findings not only confirm the results of the study Herlambang et al., (2023), but also enrich local bureaucracy by showing that career development is a strategic form that integrates HRM practices, motivational mechanisms, and communication governance to produce higher ASN performance.

4.2.4 The Effect of Internal Communication on Employee Performance with Career Development as an intervening variable at the Communication, Information and Statistics Office of Musi Rawas Regency.

The test results show that Internal Communication (X1) has a strong direct effect on Employee Performance (Y) (direct effect = 0.554) and also has an indirect effect through Career Development (Z) (mediating effect = 0.350); The Sobel test produced $t = 2.661 > t_{table} = 1.697$, indicating significant mediation. This indicates partial mediation, namely that internal communication still has a direct impact on performance while also improving performance through career development. These findings are consistent with previous studies that confirm the role of internal communication in promoting career development Esen et al., (2023); Reader et al., (2020) and evidence that career development contributes to employee performance (Herlambang et al., 2023).

From an HRM perspective, these results are consistent with the logic of human capital/talent management: a clear flow of information regarding performance standards, promotion opportunities, and feedback accelerates the accumulation of competencies, which then translates into higher performance through career paths. From a motivation theory perspective, effective communication meets psychological needs (autonomy, competence, relatedness), making career development a vehicle for increasing motivation and commitment. In the organizational communication model, this can align goals and amplify the impact of career on performance. Thus, internal communication influences employee performance with career development as a mediator, emphasizing the importance of internal communication policies and career development opportunities as strategic means of improving performance.

4.2.5 The Effect of Work Motivation on Employee Performance with Career Development as an intervening variable at the Communication, Informatics and Statistics Office of Musi Rawas Regency.

The test results show that Work Motivation (X2) has a direct effect on Employee Performance (Y) of 0.384 and an indirect effect through Career Development (Z) of 0.166 (0.384×0.432); The Sobel test produced $t = 2.193 > t_{table} = 1.697$, indicating significant mediation. This indicates partial mediation: work motivation still improves performance directly as well as through career development as an intermediary pathway.

These findings are in line with previous studies that place motivation as a driver of career advancement and performance Arsawan et al., (2023); Sinaga & Silalahi, (2024), and consistent with evidence that participation in career development programs improves performance Herlambang et al., (2023). Within the HRM framework, these

results support the logic of talent management and human capital: motivation drives career self-management (training initiatives, seeking challenging tasks) which enriches competencies and in turn increases performance. From the perspective of motivation theory, the fulfillment of autonomy, competence, and relatedness needs strengthens intrinsic motivation. Meanwhile, in the organizational communication model, clarity of objectives, feedback, and responsive information channels lead to more focused career decisions, thereby strengthening the effect of motivation on performance through Career Development.

5. CONCLUSION AND SUGGESTION

CONCLUSION

Based on the results of data analysis, it is known that internal communication has a significant influence on career development. This means that effective internal communication within an organization can improve the image and prospects of the organization in relation to employee career development. Furthermore, work motivation has a significant influence on career development. These results show that employees who are intrinsically and extrinsically motivated are more likely to proactively develop their careers at every level. Then, Internal Communication affects employee performance, which further reinforces the idea that employee productivity and work effectiveness are enhanced by organizational communication. This supports the idea that motivated employees tend to be more committed to achieving organizational goals related to higher productivity, task responsibility, and effort. Career Development significantly affects Employee Performance.

This illustrates how training, promotion, or even an appropriate employee rotation system can improve employee morale and their ability to perform various tasks. Career Development acts as a mediator that reflects the influence of Internal Communication on Employee Performance. These findings indicate that internal communication significantly affects employee performance due to its ability to improve employees' perceptions of the value of their career development options. Career development mediates the influence of work motivation on employee performance by suggesting that motivated employees will perform better if there is a clear career development path structure, thereby directly affecting performance.

SUGGESTION

The results of the study show that internal communication is very important in developing individual careers. Internal communication can enhance the reputation of the organization and increase opportunities for employee career growth. In addition, work motivation is also important in influencing career development. Employees who are motivated, both intrinsically and extrinsically, tend to pursue career development within the organization. These results further emphasize the role of internal communication and work motivation as key factors in employee performance in career development planning. Therefore, organizations need to focus on improving internal communication, increasing work motivation, and providing a clear and organized career development system as a means to improve employee and organizational performance.

ACKNOWLEDGMENTS

In this study, we would like to express our gratitude to all individuals and the Head of the Office and all employees of the *Communication, Information, and Statistics Office of Musi Rawas Regency* who have played a role in helping to complete this study. We would also like to express our special thanks to all respondents who took the time to fill out the questionnaire, so that this study could be carried out and completed.

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