

THE EFFECT OF COMMUNICATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT PARAMADINA UNIVERSITY IN JAKARTA

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ABSTRACT

Primary communication is the process of conveying one's thoughts and or feelings to others. Organizational culture can influence human behavior in organizations, especially in terms of trust and commitment in the organization. Employee performance is the scope of responsibility, of course referring to the work results that have been achieved by someone related to work. The research objectives are as follows: To find out whether together the influence of Communication and Organizational Culture on Employee Performance at Paramadina University in Jakarta. The sampling technique used in this study the authors used the Random Sampling technique or by random method, all employees were a population of 179 and were used as a random sample using the Slovin formula in Husein Umar, 2015, only 64 samples were obtained. The results showed that partially and simultaneously there is a positive and significant influence between Communication and Organizational Culture on Employee Performance.

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1. INTRODUCTION

Communication is the process of transferring meaning in the form of ideas or information from one person to another. Communication is essentially the process of conveying thoughts or feelings by one person (communicator) to another (communicant). Thoughts can be ideas, information, opinions and others that arise from his mind. Primary communication is the process of conveying one's thoughts and or feelings to others by using a symbol (symbol) as a medium, while the secondary communication process is the process of conveying a message by someone to another by using a tool or means as a second medium after using a symbol as a medium. first. Feelings can be faith, certainty, doubt, worry, anger, courage, excitement and so on that arise from the depths of the heart.

Work communication between superiors and subordinates is still not optimal as well as work communication among colleagues. This transfer of understanding involves more than just the words used in conversation, but also facial expressions, intonation, vocal breakpoints and so on. And effective transfer requires not only the transmission of data, but that someone sends news and receives it depends on certain skills to make information exchange successful optimally in the future.

Organizational culture acts as a social glue that binds all members of the organization together. So organizational culture is the norms and values that direct the behavior of members of the organization. This means that organizational culture is a pattern of organizational beliefs and values that is understood, imbued and practiced by the organization so that this pattern gives its own meaning and becomes the basis for rules of behavior in the organization. The existence of a conducive organizational culture will have a positive impact on the education service itself. Organizational culture can facilitate commitment to something broader than individual interests. Organizational culture can influence human behavior in organizations, especially in terms of trust and commitment in the organization. Every organization will find it difficult if the employee's commitment is low because it will not provide the best results for the organization and will lead to high employee turnover rates because they do not feel comfortable or comfortable doing their jobs, low enthusiasm for work and work, fatigue, boredom, emotional unstable and has a high and good absenteeism rate.

Better organizational culture can be seen from increased innovation, stability, respect, result orientation, attention to detail, team orientation, aggressiveness and competitiveness will lead to better employee performance. The impact of improving employee performance will bring up altruism, awareness,

sportsmanship, politeness and high employee civic virtue. The higher the organizational culture can lead to high employee performance as well. Therefore, organizational culture must develop to support the style of employees helping others as a good cooperation. Organizational culture as a social glue and code of conduct is needed so that all parties can create maximum performance for the company.

Employee performance really needs to be monitored for their work as an effort to further encourage and improve employee performance. Employee performance is the scope of responsibility, of course referring to the work results that have been achieved by someone who is used as an instrument to measure, assess, and influence work-related characteristics, controlling employee behavior. At this time, the assessment of the level of employee performance at Paramadina University in Jakarta is rarely carried out by the leadership, but based on the conditions of researchers in the field, it is clear that the employee's performance is still low and not according to what the leadership expects, thus the implementation of performance appraisal must also be carried out frequently. to see to what extent the success of the training program can improve employee performance at Paramadina University in Jakarta. Because the performance of employees so far has not been optimal or has not met the expectations of the leadership and overall improvement is still needed.

High performance will guarantee the achievement of company goals. Performance really needs to be monitored as a result of its work as an effort to further encourage and improve performance. Because until now the employee's performance has not been optimal or has not met the expectations of the leadership and there is still a need for overall improvement so that future employee performance will be more optimal as expected by the leadership and many related parties.

2. Literature Review

Definition of Communication

Understanding communication is essentially the process of conveying thoughts or feelings by one person (communicator) to another person (communicant). Thoughts can be ideas, information, opinions and others that arise from his mind. Feelings can be faith, certainty, doubt, worry, anger, courage, excitement and so on that arise from the depths of the heart. Communication is the process of transferring meaning in the form of ideas or information from one person to another. This transfer of understanding involves more than just the words used in conversation, but also facial expressions, intonation, vocal breakpoints and so on. Communication is the process of conveying one's thoughts and or feelings to others. According to Andrew E. Sikula in Anwar Prabu Mangkunegara (2016: 80) suggests the notion of communication that:

"Communication is the process of transmitting information, meaning, and understanding from one person, place, or thing to another person, place or thing." (Communication is the process of transferring information, understanding and understanding from someone, somewhere, or something to something, place or someone else).

According to Onong Uchjana Effendy (2016: 11) the communication process is divided into two stages, namely primary and secondary, namely:

"Primary communication is the process of conveying one's thoughts and or feelings to others by using symbols (symbols) as media, while the secondary communication process is the process of conveying messages by someone to others by using tools or facilities as the second medium after using symbols as symbols. the first medium".

According to Edwin B. Flippo (2015: 448) suggests the notion of communication that:

"Communication is the act of inducing others to interpret an idea in the manner intended by the speaker or writer." (Communication is an activity that causes other people to interpret that an idea, especially as intended by the speaker or writer) ".

According to Ranupadojo, Heidjrachman, and Husnan, Suad, (2016: 145) put forward the notion of communication that:

"Activities carried out by a person or more, namely the activities of conveying and receiving messages, which get distorted from disturbances, in a context, which cause effects and opportunities for backflow".

Meanwhile, according to Keith Davis's opinion in Anwar Prabu Mangkunegara (2016: 86) suggests the notion of communication that:

"Communication is the transfer of information and understanding from one person to another person". (Communication is a transfer of information and understanding from one person to another).

Based on the opinions of the experts above, communication can be interpreted as a process of transferring information, ideas, understanding from one person to another in the hope that the other person can interpret something with the intended purpose below, two models of the communication process are presented, namely the communication process model

Definition of Organizational Culture

The definition of culture is as a whole system of ideas, actions and results of human work in the framework of community life owned by humans with a learning process. Etymologically, the word culture or culture comes from the Sanskrit language, namely buddhayah which is the plural form of the word buddhi, which means "mind" or "reason". Meanwhile, the word culture comes from the Latin word, Colere, which means cultivating and working on agricultural land. The same thing is stated by Lonergan in Byron (2017: 23) regarding culture, namely: "Culture is a group of shared meanings and values that express a common way of life, and there are as many differences or cultures as there are collections of meanings and values".

According to Hofstede in Purwanto (2016: 55), put forward the notion of culture that:

"Culture is defined as a collective programming of the mind that distinguishes members of one category of people from other categories. In this case, the key word culture lies in collective programming which describes a process that binds every individual as soon as the individual is born in the world. Culture is not passed down from one generation to another, but rather an attitude, norm, value and way of thinking that is learned by humans throughout their lives.

According to Taylor in Sobirin (2015: 52), put forward the notion of culture that: "Culture can be interpreted as a comprehensive complexity consisting of knowledge, beliefs, art, morals, customs and any habits acquired by humans as part of a society".

From the understanding of the experts above, culture can be concluded as a set of meanings and values acquired by humans as part of a society and distinguishes its members from other members. Culture is not inherited but learned by someone through the surrounding environment.

Definition of Performance

Performance that comes from the word job performance or actual performance (work achievement or actual performance achieved by someone). In general, people involved in human resource management agree that performance is an important part of the whole process of the employee's work. Performance basically includes mental attitudes and behaviors that always have the view that the work being carried out at this time must be of higher quality than past work and future work must be of higher quality than current work. In the opinion of Wibowo (2015: 4) put forward the notion of performance that:

"Performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How an organization values and treats its human resources will influence its attitude and behavior in carrying out its performance.

In the opinion of Robbins Stephen P., (2017: 123) put forward the notion of performance that:

"Employee performance is the result or level of success of an employee as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets/goals or criteria".

According to Hasibuan Malayu, SP., (2015: 94) suggests the notion of performance is:

"Performance is a work result that is achieved by someone in carrying out the tasks assigned to them based on skill, experience, and sincerity as well as time. Job performance is a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of the explanation of task delegation, as well as the role and level of motivation of a worker.

In the opinion of Pabundu Tika (2016: 121-122) put forward the notion of performance that:

"Performance as the results of work functions/activities of a person or group in an organizational activity that is influenced by various factors to achieve organizational goals within a certain period. The function of the activity or work referred to here is the implementation of the results of the work or activities of a person or group which is the authority and responsibility in an organization. The implementation of work results/work achievements is directed to achieve organizational goals within a certain period of time.

Meanwhile, in the opinion of Komarudin, (2016:2), put forward the notion of performance that:

"Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in the context of efforts to achieve

the goals of the organization concerned legally, not violating the law and in accordance with norms and ethics".

Many definitions of "performance" are discussed by experts. Seeing the description above, the author tends to focus more attention on performance on the comparison between the results achieved with the participation of the workforce in unity of time and a mental attitude that always holds the view that today's quality must be better than yesterday's.

3. METHOD

Population

Population is the total number of people to be studied. In the opinion of Harries Madiistriyatno (2021: 105), put forward the notion of population that: "Population is a generalization area which consists of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions".

Meanwhile, according to Hamid Darmadi, (2015: 14), put forward the notion of population that: "Population is a whole or a set of objects in research with the same characteristics, the population can consist of people, objects, events, time and place with the same characteristics or characteristics".

The population in this study were all employees at Paramadina University in Jakarta totaling 179 people as a population.

Sample

The sampling technique used in this research is the writer using random sampling technique. Where each member of the population has the same opportunity to be selected as a sample. So the sampling technique used in determining the sample size can be used the Slovin formula model quoted by Sevilla in Husein Umar (2015: 78), namely:

n = number of samples

N = total population

e = Error (% that can be tolerated against the inaccuracy of using the sample as a replacement for the population)

In this case the author uses an error of 10% so that the amount is as follows:

$$\begin{aligned}n &= \frac{N}{1 + N (e)^2} \\ &= \frac{179}{1 + 179 (0,10)^2} \\ &= 64,158 \text{ rounded up to } 64 \text{ samples}\end{aligned}$$

So that the samples taken in the study were as many as 64 people as samples.

Data Collection Instruments/Tools

The data collection techniques needed in research certainly require certain techniques. In obtaining secondary data with this method the author distributes questionnaires to direct research objects. The author distributed questionnaires or questionnaires to 64 employee respondents, namely at Paramadina University in Jakarta.

Questionnaire or questionnaire in the opinion of Sonny Harsono (2015: 290) suggests that:

"Questionnaire is a data collection technique using a set of questions that are arranged to be submitted to the Personnel. This questionnaire is intended to obtain data in writing from personnel to be determined as a sample.

In obtaining data with this method the author distributes questionnaires to direct research objects. The author distributed questionnaires or questionnaires to all employees at Paramadina University in Jakarta as respondents. Then the questionnaires were distributed and given weights according to the answers and the level of importance of the Likert scale model. According to Sugiyono (2016: 87) the Likert scale is used to measure attitudes, opinions and perceptions of a person or group about events or social

phenomena. In this research, social phenomena have been specifically determined by the researcher, which is hereinafter referred to as the research variable.

The answer choices and the weighting of each questionnaire/questionnaire are carried out as follows:

Table 1 Questionnaire Answer Options

Alternatif Jawaban	Skor
a. Sangat Tidak Setuju	1
b. Tidak Setuju	2
c. Ragu-Ragu	3
d. Setuju	4
e. Sangat Setuju	5

Source: Sugiyono, 2016.

Data Analysis Techniques

Validity Test. The correlation technique applied in this study is the product moment correlation technique. The Product Moment correlation formula according to Sugiyono, (2018: 182), to find the rcount or validity value is as follows:

$$r_{xy} = \frac{n \cdot \sum XY - \sum X \cdot \sum Y}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

Question items in the questionnaire are said to be valid if the rcount value is > rtable, whereas if the rcount value is < rtable, the question items in the questionnaire are said to be invalid.

Reliability Test, measured using the cronbach alpha method. Cronbach alpha formula: The formula for finding reliability values according to Sugiyono, (2018: 122) is as follows:

$$r_{11} = \left[\frac{k}{k-1} \right] \left[1 - \frac{\sum a_b^2}{a_i^2} \right]$$

A questionnaire is declared reliable if the rcount value is greater than the rtable value with a significant level of 5%.

a. t test

The t test was conducted to determine the partially significant effect of the independent variables on the dependent variable. The value of the t test can be known from the sig value in the Coefficientsa table in the SPSS version 24 for windows regression output.

b. F test

The F test was conducted to determine the significant effect simultaneously between Communication and Organizational Culture on Employee Performance. The value of the F test can be known from the sig value in the ANOVA table in the SPSS version 24 for windows regression output.

ANALYSIS AND DISCUSSION

Test the Validity and Reliability of Questionnaire Result Data

To find out the results of the analysis of the Communication variable (X1) using the Computer program Statistical Package for Social Sciences (SPSS) Version 24 for Windows input data which is ordinal data from a sample of 10 Try Outs (N = 10) with 10 questions as a whole valid . Communication variable Reliability Test (X1) with rtable value of 0.666 while an Alpha value of 0.937 so that it can be concluded that Alpha is positive and greater or 0.937 > 0.666 then the Communication variable instrument (X1) is Reliable.

To be able to find out the results of the analysis of the Organizational Culture variable (X2) use the Computer program Statistical Package for Social Sciences (SPSS) Version 24 for Windows, which is ordinal data from a sample of 10 Try Outs (N = 10) with a total of 10 questions. valid. Organizational Culture variable Reliability Test (X2) with rtable value of 0.666 while an Alpha value of 0.948 so that it can be

concluded that Alpha is positive and greater or $0.948 > 0.666$ then the research instrument Organizational Culture variable (X2) is Reliable.

To find out the results of the analysis of the Employee Performance variable (Y) using the Computer program Statistical Package for Social Sciences (SPSS) Version 24 for Windows input data which is ordinal data from a sample of 10 Try Out (N = 10) with a total of 10 questions valid. Employee Performance variable Reliability Test (Y) with r tabel value of 0.666, while the Alpha value is 0.944 so it can be concluded that rAlpha is positive and greater or $0.944 > 0.666$ so that the research instrument for the Employee Performance variable (Y) is Reliable.

Partial Correlation Coefficient Analysis

From the computer output of the Statistical Package for Social Sciences (SPSS) Version 24 for Windows program, the Partial correlation coefficient obtained between the Communication variable (X1) on Employee Performance (Y) obtained a value of 0.852 so it can be concluded that it is positive and has a very strong influence.

From the computer output of the Statistical Package for Social Sciences (SPSS) Version 24 for Windows program, the Partial correlation coefficient of the Organizational Culture variable (X2) to the Employee Performance variable (Y) is obtained with a value of 0.898 so it can be concluded that it is positive and the level of influence is very strong.

Multiple Correlation Coefficient

Based on the table above, namely the Summary model which produces an R value of 0.893 and while the R Square value is 0.797 or 79.7%, this can be stated by the results of the joint analysis of the Communication variables (X1) and Organizational Culture (X2) on Employee Performance variable (Y) has a positive value and the level of influence is very strong.

Multiple Linear Regression Analysis

The results of multiple linear regression analysis using the Computer program Statistical Package for Social Sciences (SPSS) Version 24 for Windows, namely multiple regression analysis. To determine the value of the multiple linear regression equation as follows: $Y = 9.383 + 0.463 X1 + 0.412 X2$

t test

Based on the results of the hypothesis test between the Communication variable (X1) on Employee Performance (Y), it is obtained that the value $t_{hitung} = 4.721 > t_{0.05 (62)} = 1.670$, then H_0 is rejected and H_a is accepted, which means that there is sufficient evidence that there is a significant influence.

From the results of the hypothesis test between the variable Organizational Culture (X2) on Employee Performance (Y) it is obtained that the value of $t_{hitung} = 4.601 > t_{0.05 (62)} = 1.670$, then H_0 is rejected and H_a is accepted, which means there is evidence that there is a significant influence.

F test (Anova)

From the results of the analysis using the Computer program Statistical Package for Social Sciences (SPSS) Version 24 for windows, namely the ANOVA test or F_{hitung} between the variables Communication (X1) and Organizational Culture (X2) on Employee Performance (Y) obtained an Fcount value of 119.436 which is greater from Ftable (63) of 2.760 with a significant level of 0.000 because $0.000 < 0.05$, it can be said that simultaneously or simultaneously there is a significant influence.

4. CONCLUSION

Communication has a positive effect on employee performance, a partial value of 0.852 means that there is a very strong influence or influence with a coefficient of determination of 72.6%. This is proven by testing the hypothesis of the Communication variable on Employee Performance, the value of $t_o = 4.721 > t_{0.05 (62)} = 1.670$, then H_0 is rejected and H_a is accepted, meaning it has a significant effect.

Based on the calculation results there is a positive influence between Organizational Culture variables on Employee Performance, a partial value of 0.989 is obtained, meaning that there is a very strong influence or influence with a determination coefficient of 80.6%. This is evidenced by the hypothesis test of the Organizational Culture variable on Employee Performance, the value of $t_o = 4.601 > t_{0.05 (62)} = 1.670$, then H_0 is rejected and H_a is accepted, meaning it has a significant effect.

Simultaneously the positive influence of the Communication and Organizational Culture variables on the Employee Performance variable with a simultaneous correlation value or the Summary Model

produces an R value of 0.893 and while the R Square value is 0.797 or 79.7%, it can be stated that the results of the joint analysis the variables of Communication and Organizational Culture have a very strong influence on Employee Performance variables. Evidenced by the results of the F test (ANOVA) or Fcount obtained a value of 119.436 which is greater than Ftable (63) of 2.760 with a significant level of 0.000 because $0.000 < 0.05$, it can be said that the variables of Communication and Organizational Culture together or simultaneously on Employee Performance there is a significant influence.

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