



The Effect Of Organizational Culture And Organizational Communication On Employees Performance

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ABSTRACT

This research aims to find and produce an analysis of the influence of organizational culture and organizational communication on employee performance of PT Pos Indonesia (Persero) Bogor. Respondents in this research were employees who work in the PT Pos Indonesia environment, especially in Bogor. The number of respondents sampled in this research were 67 people and based on the purposive sampling method. This research uses multiple linear regression analysis techniques or models. Based on the above method, the results of this research indicate that organizational culture and organizational communication have a significant partially and simultaneously effect on the employee performance of PT Pos Indonesia Bogor and the percentage shows that as much as 57% of employee performance can be explained by organizational culture and organizational communication.

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1. Introduction

Education In this digitalization era, many companies are engaged in the same field. They are competing to stand tall in the unavoidable competition and trying to optimize all aspects that allow them to survive in this competition. Competition can occur in terms of products, technology, and technology. Services provided(Hylving, 2015).

PT Pos Indonesia (Persero) is one of the companies oriented toward mail delivery services, goods, and financial services owned by State-Owned Enterprises (BUMN). PT POS Indonesia, which is focused on the community in using its services and companies undergoing business transformation before, lost the government's social assistance assignment. Furthermore, PT POS Indonesia lost the privilege of being a BUMN engaged in courier services, logistics, and financial transactions in 2016.

Today the development of the logistics expedition service business is increasingly advanced. PT Pos Indonesia (Persero) has competitors in the same field, such as JNE, J&T, Wahana, TIKI, Ninja Express, and others. In their new competitors, they take advantage of technological advances, low prices, and on time. PT Pos Indonesia (Persero) strives to compete with or be better than logistics delivery services to improve services, provide affordable prices, and of course, on time.

PT Pos Indonesia was transforming from Strong competition between freight forwarding companies. Moreover, they compete through shipping costs and estimated delivery times. PT Pos Indonesia (Persero) has slightly more expensive shipping rates than other shipping services. This causes PT Pos Indonesia (Persero) to be unable to compete with others. In addition to the above

competition, PT Pos Indonesia (Persero), the oldest logistics delivery service company in Indonesia, must bear the title of the best freight forwarding service company in Indonesia according to the Top Brand Awards version at fourth place in 2019.

PT Pos Indonesia (Persero) tries to maintain its business by issuing several new service products. In business transformation, PT Pos Indonesia (Persero) maintains its business existence by forming a holding company, revitalizing its core business, and developing new businesses. In addition to these businesses, PT Pos Indonesia (Persero) has launched its newest service, Sameding, and Cash On Delivery (COD). The increasing type of business owned by PT Pos Indonesia (Persero) is followed by the competence of its employees. Alternatively, human resources follow the company's values and cultural norms to be ready to run the business. According to Utin & Yosepha, (2019), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. So, the results of good performance or not can be seen in terms of quantitative or a company's income figures that reflect the output of employee performance.

The report on achieving the target shows a quantitative decline in performance in PT Pos Indonesia (Persero) KP Bogor during 2018. In June, there was a fairly significant decrease in the target. In July and August managed to exceed the desired target. However, the following month, namely September, another decline, and the following months were quite volatile. One of the quantitative declines in performance is caused by the ability of employees who are less innovative and challenging to accept change.

Another factor that can affect employee performance is organizational culture. Employee performance is determined by the organization's internal and external environmental conditions, including organizational culture (Wambugu, 2014). Organizational culture is a social glue that helps unite the organization by providing standards on what employees should say and do (Robbins, et al. 2012). Every employee in an organization must know, understand and apply organizational culture in carrying out all work activities to achieve company goals.

Based on pre-research interviews, data were obtained. Not all employees have implemented PT Pos Indonesia's culture (Persero) KP Bogor. However, socialization about corporate culture has been carried out. Changes in company management cause this. Alternatively, they are replacing leadership directors, which impacts the company's vision and mission and changes the organizational culture with values and norms to limit all work activities. The changes make it difficult for employees to align work activities with organizational culture—for example, the attitude or behavior of employees who are not good towards customers. Lack of innovation, lack of a competitive spirit, and the age of the company that has hundreds of years make PT Pos' work culture slow in responding to progress. For this, innovative human resources are needed.

Taking into account the low performance of these employees, the leadership reformulated the organizational culture of PT Pos Indonesia (Persero), namely as "CINTAPOS." Hashtag that with the existing corporate culture, all PT Pos Indonesia (Persero) KP Bogor employees will be based on CINTAPOS to customers, colleagues, superiors, subordinates, work partners, postal agents, and the general public.

Another factor that affects employee performance is communication. This is because communication explains to employees what they should do, how well they do it, and how they can improve their performance (Robbins, et al. 2012). With this, communication is crucial for all job descriptions at PT Pos Indonesia (Persero) KP Bogor. Researchers observe that the phenomenon of communication is found. That there is a communication gap between managers and employees. Regarding the service procedures provided, this indicates a miss communication or delays in the delivery of information. That occurs between superiors and employees, which has an impact on service quality so for customers. Customer complaints and unfavorable review results against PT Pos Indonesia (Persero) KP Bogor affect the performance of employees. In addition, every completed work must be reported to several parties to minimize errors in their work. In addition to the problems above, employees are less involved in every decision and policy-making by the leadership. The company engaged in logistics. Delivery services and financial services. The communication at PT Pos Indonesia (Persero) KP Bogor is internal and external, with customers, business partners, and postal agents. In

addition, communication conveys the values and norms of the corporate culture to all employees (Contreras, et al. 2019).

Based on the phenomenon of the problems described above, every organization or company must be able to maintain and implement organizational culture properly. To implement the corporate culture, one must balance organizational culture with good communication between co-workers, superiors, and subordinates. The company's role here should have good communication skills because all of its activities are directly related to various customers, business partners, and postal agents. Therefore, the researcher decided to take the study title, "The Influence of Organizational Culture and Organizational Communication on Employee Performance (Case Study at PT Pos Indonesia, Bogor City Head Office)."

Human resource management is an important and comprehensive activity in a company that involves the relationship between the company and its employees to determine organizational performance. With this, the company should have understood how to maintain relationships with employees and manage employees with various kinds of behavior as desired together.

According to Gary Dessler (2015), human resource management is "The process of acquiring, training, appraising, and compensating employees and of attending to their labor relations, health and safety and fairness concerns," which is interpreted that human resource management is a process to acquire, train, appraise and compensate employees, and to manage their employment relations, and matters relating to justice. Meanwhile, according to Perović, et al. (2022), human resource management is the science and art of regulating the relationship and role of the workforce to be more effective and efficient in helping realize the company's goals, employees, and society. Human resource management is the design of formal systems within an organization to ensure the effective and efficient use of human talent to achieve organizational goals (Ansar, et al. 2018, Supriyadi & Nugraha, 2021).

One of the main tasks of a human resource manager is to manage people as effectively as possible and to obtain a good relationship between the organization and people. This is because the organization is a social unit that is coordinated intentionally, consisting of two or more people to achieve the goals that have been set (Bereiter & Scardamalia, 2018). With this, there must be an organization that moves, namely human resources. These human resources will set organizational goals with various characteristics and human behavior. For that, researchers will describe various definitions of organizational behavior from several experts.

According to Robbins et al. (2012), organizational behavior is a field of study that invests in the influence of individuals, groups, and structures on behavior within organizations to apply knowledge to increase organizational effectiveness. Meanwhile, Hobfoll, et al. (2018) illustrates that this organizational behavior provides a series of tools, namely concepts and theories, that can help people understand, analyze, and explain behavior in organizations. Organizational behavior is a field that examines and studies the influence that individuals, groups, and structures have on organizational behavior, which aims to apply this field to make organizations more effective (Luthans, et al. 2021, Nugraha, et al. 2022).

In this context, the human aspect is unique and complex. For this reason, various knowledge about human behavior in organizations is needed. One of the fields of study is the science of organizational behavior which discusses the relationship between individuals and other individuals, individuals with groups, and groups with groups within an organization.

Organizational culture is members' shared meanings that distinguish an organization from other organizations (Robbins et al., 2012). Al Mazrouei, et al. (2019) opinion is that organizational culture is a belief, attitude, and value generally owned and arises in the organization. Meanwhile, according to Hogan & Coote, (2014), organizational culture is a group of values practiced by company management in managing and organizing their companies to achieve their goals.

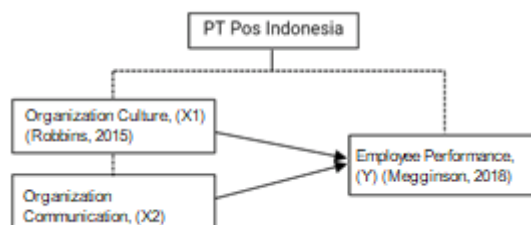


Figure 1. Research Framework

2. Methods

This research focuses on matters or theories related to organizational culture and communication on employee performance in analyzing aspects of human resource management and organizational behavior. This research was conducted on 27 April 2019-30 September 2019. In quantitative research, according to Sugiyono, (2015), the population is a generalization area consisting of objects or subjects with specific quantities and characteristics determined by researchers to be studied and then concluded. In this study, the population characteristics were all permanent PT Pos Indonesia (Persero) employees in the Bogor area, as many as 196 people.

According to Sugiyono, (2016), The sample is part of the number and characteristics possessed by the population. What is learned from the sample, the conclusions will apply to the population. For this reason, samples taken from the population must be truly representative. Meanwhile, determining sample research uses the Slovin formula with an error rate of 10% and a significance of 90%.

3. Results And Discussion

Characteristics by Gender The results of this study indicate that 41 respondents, or 61.19% of respondents, are male, and the remaining 26, or 38.81% are female. The graph above explains that most employees are male at PT Pos Indonesia (Persero) Bogor head office. The type of work found at PT Pos Indonesia Bogor is a job that requires a large enough workforce. for example, drivers, mail delivery & logistics, and processing that requires lifting heavy items. For this reason, more male employees are needed. **Characteristics by Age** The results showed that the age of the respondents of PT Pos Indonesia (Persero) Bogor head office with an age range between 20-30 years as many as 12 respondents or 17.91%, respondents with an age range of 31-40 years as many as 25 respondents or 37.31%. , while respondents with an age range of 41-50 years were 18 or 26.87%, the last respondents with an age range of more than 50 years were 12 or 17.91%. This shows that PT Pos Indonesia Bogor's head office is dominated by employees aged 31-40. This means they are still productive, still have good health, and are responsible for the obligations and tasks assigned by the company. **Characteristics Working Period:** Most respondents have worked for more than 15 years, 20 or 29.85%. Then respondents who worked for 10-15 years were 11 respondents or 16.42%, respondents who had worked for 5-10 years were 19 respondents or 28.36%, and the last one was respondents who had worked for 1-5 years. Years as many as 17 respondents or 25.37%. The results shows that at PT Pos Indonesia, dominated by employees with experience in work, reliable technical skills, a high level of loyalty and commitment to the company.

Characteristics by Position Respondents of PT Pos Indonesia (Persero) Bogor head office consisted of 17 respondents. 25.37% served in the collecting section. Respondents served to process section 22 respondents or 32.84%. Respondents served managers as five respondents or 7.46%, and respondents served implementers or staff as many as 23 respondents or 34.33%. This shows that employees in the processing section dominate. Processing section is the most important part in processing the letter & logistics according to procedures and on time to the customer.

Characteristics Based on Class Rank Respondent PT. Pos Indonesia (Persero) Bogor has its rank group, namely the F1, F2, and F3 groups, which are employees with the same level as executor. Then in groups E1, E2 and E3 are employees at the managerial level. **Characteristics Based on Last Education** Respondents of PT Pos Indonesia (Persero) Bogor head office, minorities with undergraduate education

(S1) as many as ten respondents or 14.93%, while those with Diploma education are 21 respondents or 31.34% and the majority have high school education/equivalent as many as 36 respondents or by 53.37%. This shows that at PT Pos Indonesia (Persero), the Bogor head office is dominated by employees with high school education/equivalent. This is because of the type of work in PT. Pos Indonesia (Persero) Bogor does not require competence in the field of analysis, but technical competence is required. his research focuses on matters or theories related to organizational culture and communication on employee performance in analyzing aspects of human resource management and organizational behavior. This research was conducted on 27 April 2019-30 September 2019.

Table 1.
Total Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation(STDEV)	T Statistics (O/STDEV)	P Values
Organization Culture -> Employee Performance	0.630	0.556	0.095	6.624	0.000
Organization Communication -> Employee Performance	0.719	0.393	0.153	4.683	0.000

Source: Results data processing 2022

The calculation results on the t-test were obtained for the organizational culture variable (X_1) with a significance value of 0.000 which indicates that the value is smaller than 0.05 ($0.000 < 0.05$) and the t-count value is $6.624 > t_{table} 1.997$. This explanation shows that this study's hypothesis accepts H_a and rejects H_o . Thus, organizational culture (X_1) positively and partially significant affect employee performance (Y).

For organizational communication variable (X_2) with a significance value of 0.000 which indicates that the value is smaller than 0.05 ($0.000 < 0.05$) and the t-count value is $4.683 > t_{table} 1.997$. This can indicate that the hypothesis in this study accepts H_a and rejects H_o . Thus, organizational communication (X_2) positively and partially significantly affects employee performance (Y).

Multiple linear regression is used by researchers, if the researcher intends to predict how the condition (up and down) of the dependent variable (criteria), if two or more independent variables as predictor factors are manipulated (increase in value). (Sugiyono, 2017:305). Based on the table 1 above, the following multiple linear regression equation can be obtained:

$$Y_1 = 13,966 + 0,630X_1 + 0,719X_2 + e \quad (1)$$

- The regression coefficient of the organizational culture variable (X_1) is 0.630, which states that there is an influence between organizational culture and employee performance (Y). The better the organizational culture is implemented and implemented, the more employee performance will increase.
- The regression coefficient of the organizational communication variable (X_2) is 0.719, which states that there is an influence between organizational communication and employee performance (Y) if the better the organizational communication, the employee's performance will increase.
- Sig value. On organizational culture (X_1) and organizational communication (X_2) of $0.000 < 0.05$, which means significant.uman resource management is an important and comprehensive activity in a company that involves the relationship between the company and its employees to determine organizational performance. With this, the company should have understood how to maintain relationships with employees and manage employees with various kinds of behavior as desired together.

4. Conclusion

Based on the data that has been collected and has been tested using multiple linear regression models in this study, the following conclusions can be drawn: First; Organizational culture has a

significant and positive influence partially on the performance of employees of PT Pos Indonesia (Persero) Bogor Head Office. Second; Organizational communication has a significant and positive influence partially on the performance of employees of PT Pos Indonesia (Persero) Bogor Head Office. Third; Organizational culture and organizational communication together have a significant and positive influence simultaneously on the performance of employees of PT Pos Indonesia (Persero) Bogor Head Office.

Based on the results and conclusions in this study, the suggestions that researchers can convey are as follows: For PT Pos Indonesia (Persero) Bogor head office; With the results of this study, it is expected that PT Pos Indonesia (Persero) Bogor Head Office can use this research as a consideration in making all decisions and policies related to improving employee performance. For example: In organizational culture variables that stand out are employees trying to create new ideas or ideas for the progress of the company, leaders/managers always convey company goals to employees, and leaders often encourage employees to take every opportunity that exists. For this reason, PT Pos Indonesia (Persero) KP Bogor strives to remain committed to maintaining the values of the existing corporate culture and improving it for the better and ensuring that the corporate culture can be implemented by all employees of PT Pos Indonesia (Persero) Bogor Head Office. Furthermore, In organizational communication variables that stand out are employees always convey information or service procedures to the general public. This means that employees try to maintain good relations with customers and the community. For this reason, PT Pos Indonesia (Persero) KP Bogor must be able to manage all employee activities so that there is no decrease in customer confidence in the services provided by PT Pos Indonesia (Persero) KP Bogor, and PT Pos Indonesia (Persero) KP Bogor must strive to create a work environment. where the employees also maintain good relations between co-workers, subordinates and superiors. So that organizational communication can be created properly and its implications can improve the company's performance in serving customers optimally. The last one; The performance variable that stands out is that employees are willing to learn new tasks that have never been given before. For this reason, the leadership of PT Pos Indonesia (Persero) KP Bogor can provide the maximum opportunity for all employees to work, express thoughts, opinions, and produce innovations that can advance PT Pos Indonesia (Persero) KP Bogor so that it continues to exist in the world. in the field of reliable mail & logistics services as well as financial services.

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