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RESEARCH ARTICLE

THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION AND ORGANIZATIONAL CULTURE ON WORK MOTIVATION AND EMPLOYEE PERFORMANCE PODOMORO AGUNG UNIVERSITY

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Abstract

This research aims to determine the direct and indirect influence of organizational communication and organizational culture on work motivation and employee performance at AgungPodomoro University. The research design uses quantitative causality. The data used is primary data collected through a questionnaire. The population and sample in this study was all 84 employees, the sampling technique was a saturated sample or census. The data analysis method uses path analysis with calculations using SPSS software. The research results show that there is a direct and significant influence of organizational communication and organizational culture on work motivation, both simultaneously and partially. There is an influence of organizational communication, organizational culture, and work motivation on employee performance both simultaneously and partially, and there is an indirect influence of organizational communication and organizational culture on employee performance through the work motivation of employees at AgungPodomoro University.

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Introduction:-

AgungPodomoro University is one of the universities located in Grogol, West Jakarta, DKI Jakarta Province. This university is classified as a young university. The founder of this university is one of the giant companies, namely the AgungPodomoro Group, so it is able to compete with large and old campuses. AgungPodomoro University is making improvements in the face of intense competition so that it is able to produce quality graduates who are able to compete nationally and globally.

The main key to winning competition in the global market and maintaining company survival is to create competitive advantage. Apart from that, he is able to carry out management practices that are open-oriented, focus on change, innovate continuously and are able to develop collective leadership. Organizations must create a characteristic advantage that competitors cannot imitate, especially in facing increasingly globalized business conditions. Efforts to maintain organizational existence in the face of challenges, change, uncertainty and environmental dynamics so that they are able to gain and maintain their competitive advantage have given rise to several paradigms in strategic management.

This paradigm is unique in that organizations use it to face the uncertainty and dynamics of an organization's environment. The Resource Based View (RBV) paradigm is a paradigm that views organizations as dependent on the resources they have when dealing with the level of competition. This concept makes the organization dependent

on optimizing the overall resources it has compared to competitors. An organization will be considered successful and able to maintain its existence, if the organization is able to have the resources.

Based on the Resource Based View (RBV) theory, how an organization has characteristics that are difficult for other organizations to imitate is how to manage the organization's internal resources in order to improve employee performance. For this reason, it is necessary to optimize organizational resource factors, such as organizational communication, organizational culture, work environment, work motivation, compensation, and so on.

To find out the work motivation of employees at AgungPodomoro University, a pre-survey was conducted on the work motivation of employees at AgungPodomoro University. The results were that employee motivation was not optimal because the vision was not clear enough, targets were not yet motivated because the company vision was not clear, targets were difficult to achieve, abilities were low, salaries were low, and leadership is less supportive.

One of the factors that influences work motivation and employee performance includes organizational communication. Good organizational communication makes every employee's mood calm and they become more focused in doing their work. If there is communication between superiors and subordinates or vice versa and communication between subordinates and fellow employees, it will be able to increase work motivation and employee performance.

To find out organizational communication at AgungPodomoro University, the researchers conducted a pre-survey, the results were that communication was not smooth, communication was less polite, communication used inappropriate words, employees responded less well to messages, and employees received assignments not on time. To find out the organizational culture of AgungPodomoro University, the researchers conducted a pre-survey, the results of which were that they had not updated technology, had not empowered employees, had not appreciated employees who excelled, and had not prioritized cooperation and agreements.

From the explanation above, research needs to be carried out to prove how much direct and indirect influence organizational communication has on employee performance through employee work motivation at AgungPodomoro University. How big is the direct and indirect influence of organizational culture on employee performance through the work motivation of AgungPodomoro University employees. So the title of this research is "The Influence of Organizational Communication and Organizational Culture on Work Motivation and Employee Performance AgungPodomoro University"

Theoretical Basis

According to Armstrong (2021:195) performance could mean the results obtained or it could also be average behavior or it could be the result of both. Meanwhile, according to Bernadinet. al. (1995) in Armstrong (2021:196) that performance is defined as work results because they provide the strongest relationship with the organization's strategic goals, customer satisfaction, and economic and behavioral contributions. These two definitions emphasize that employee performance is a work result, meaning that performance is the result of the relationship between employee performance and organizational strategy, customer satisfaction, and economic and behavioral contributions.

Campbell (1990) in Armstrong (2021:196) explains that performance is a behavior that should be distinguished from results because they can be influenced by system factors. Meanwhile, according to Aguinis (2005) in Armstrong (2021:196) performance is behavior or something that employees do. These two definitions emphasize that performance is behavior, meaning that employee performance is the behavior carried out by an employee. According to Armstrong (2021:196) a more comprehensive view of performance is achieved if it is defined as combining behavior and results. This means that when people are said to perform well, it doesn't just refer to the results they provide, it also relates to how they deliver them.

According to Robbins and Coutler (2018:637) performance is the final result of an activity. Furthermore, Robbins and Coutler (2018:639) said that a manager in managing employees must pay attention to controlling employee performance, employee work efforts in accordance with the quantity and quality needed in order to achieve the goals of an organization. From this understanding, it explains that performance emphasizes the final result of a job which has quality and quantity. According to Ivancevich et. al. (2013:137) performance is a set of employee

behaviors related to work that are designed to realize organizational goals. This understanding emphasizes work results that ultimately achieve the goals of an organization.

According to Mangkunegara (2017: 67) performance is a result of work both in quality and quantity achieved by someone in order to carry out or carry out the responsibilities given to employees based on experience, skills, time and seriousness. Employee performance is an achievement and result of the employee's work as a responsibility in carrying out his duties or achievements achieved outside of his responsibility. Thus, this understanding emphasizes that performance is the result of an employee's achievements.

Performance is the results and work attitudes achieved within a certain period of time by completing all the work and responsibilities given. By increasing individual performance, it is very possible for the organization to increase its performance because the two have a close bond. Meanwhile, for Wibowo (2016: 7) performance comes from the interpretation of performance as the result of work or work achievement. Performance is related to carrying out work and the results achieved from a job.

According to Sondang Siagian (2016:43) Motivation is the driving force that causes an organization member to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities for which they are responsible and fulfill their obligations. This understanding explains that motivation is the driving force or force that mobilizes members to be responsible in carrying out their duties and responsibilities.

According to Fillmore H. Stanford in the book Mangkunegara (2017:93) argues that "Motivation as an energizing condition of the organism that serves to direct that organism toward the goal of a certain class". This understanding explains that motivation is a condition that can move or direct humans towards a goal. According to R. Wayne Pace and Don F. Faules, as discussed by Mulyana (2001) in Irene Silviani's book (2020:97), the definition of organizational communication is the display and interpretation of messages between communication units that are part of a particular organization. This understanding explains or emphasizes that organizational communication shows and interprets messages between communication units.

According to Liliweri (2014) in Irene Silviani's book (2020:97) Organizational communication is the study of how people who work in an organization communicate in the organizational environment, as well as the interaction and influence between organizational and organizational structures. This understanding explains or emphasizes that organizational communication is the study of people who work in an organization communicating within the organizational context, as well as the interactions and influences between organizational structures. According to Robbins and Judge (2018:296) organizational culture refers to a system of sharing meaning carried out by members that differentiates an organization from other organizations. This means that through organizational culture a value system will be formed in an organization which makes it distinctive and differentiates it from other organizations. A strong organizational culture can make the organization more stable.

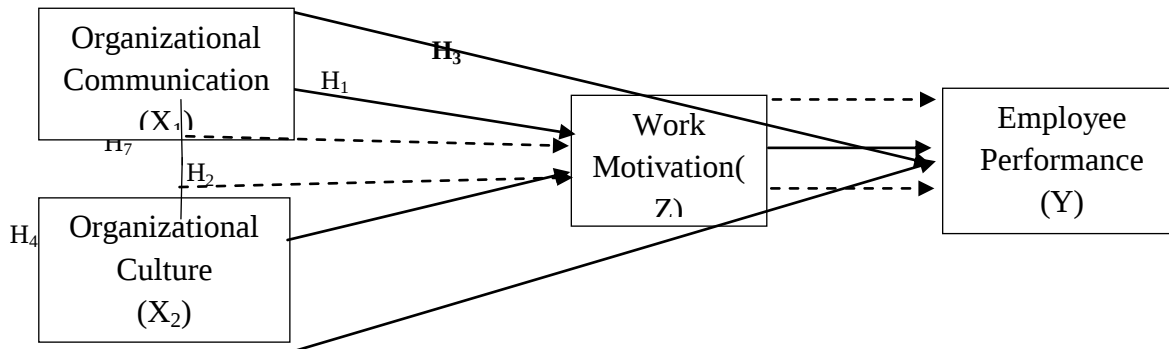
According to Ivancevich et. al (2013:38) organizational culture is what an employee feels and how this perception then forms a pattern of beliefs, values and hopes. Even though organizational culture is an important concept, organizational culture can see a perspective in understanding individual and group behavior, but organizational culture has limitations. First, this is not the only way to look at organizations. Second, like many concepts, cultural organizations are not always defined in the same way by popular theorists and researchers.

Meanwhile, according to Hofstede (2010) in Wibowo (2016: 13), culture is a shared mental program that requires an individual's response to their environment. In this definition, there is a meaning that culture can be seen in our daily behavior, but controlled through a mental program that is deeply implanted.

According to Schein (2017:21), culture is a pattern of basic assumptions discovered, developed or created by a particular group as learning in overcoming external problems and formal internal integration. Therefore, things need to be taught in the right way to understand, think and feel this internal and external integration to new members.

According to Griffin et. al. (2020:494) organizational culture is a system of shared values, norms and assumptions that guide members' attitudes and a person's behavior. Meanwhile, according to Tewal et.al (2017:19) organizational culture is a very complex concept. Organizational culture is closely related to

the values or beliefs of an organization to guide the behavior and actions of employees in the organization that are developed.



Theoretical Thinking Framework

Research Hypothesis

1. H1: There is a direct influence of organizational communication on motivation Work
2. H2: There is a direct influence of organizational culture on work motivation
3. H3: There is a direct influence of organizational communication on performanceEmployee.
4. H4: There is a direct influence of organizational culture on performance Employee.
5. H5: There is a direct influence of motivation on employee performance.
6. H6: There is an indirect influence on organizational communication Employee Performance mediated by Work Motivation..
7. H7: There is an indirect influence of organizational culture on performance Employees mediated by Work Motivation.

Research Methodology:-

The research design used is quantitative causal to prove the direct influence of organizational communication and organizational culture on employee performance through work motivation at AgungPodomoro University. The population in this study was all 84 employees of AgungPodomoro University. While the sample size uses a saturated sample or census method, the data analysis method uses Path Analysis.

Research Result:-

1) Organizational Communication on Work Motivation

Based on the calculation results of the Organizational Communication Variable Tcount of 0.548 and a significance value of $0.003 < 0.05$, then Ho1 is accepted and Ha1 is accepted. This means that organizational communication has a direct positive and significant influence on work motivation.

2) Organizational Culture on Work Motivation

Based on the calculation results of the Workload Variable Tcount of 0.733 and a significance value of $0.000 < 0.05$, then Ho2 is accepted and Ha3 is accepted. This means that organizational culture has a direct positive and significant influence on organizational culture.

3) Organizational Communication on Employee Performance

Based on the results of calculating the Organizational Communication variable (X₁), the tcount value is 3.696 > ttable is 2.585 and the significance value is $0.009 < 0.05$, then Ho3 is rejected and Ha3 is accepted, which means there is a positive and significant direct influence of Organizational Communication (X₁) on Employee Performance (Y).

4) Organizational Culture on Employee Performance

Based on the results of calculating the Organizational Culture Variable (X₂), the tcount value is 3.507 > ttable of 2.585 and the significance value is $0.0014 < 0.05$, then Ho4 is rejected and Ha4 is accepted, meaning that there is a positive and significant direct influence of Organizational Culture and Employee Performance (Y).

5) Work Motivation on Employee Performance

Based on the results of the Work Motivation (Z) calculation, the tcount value is $3.386 > t_{table}$ of 2.585 and the significance value is 0.019, so H_05 is rejected and H_{a5} is accepted, meaning that there is a positive and significant direct influence of Work Motivation on Employee Performance (Y).

6) The indirect influence of Organizational Communication on employee performance through Work Motivation

It is known that the direct influence that organizational communication has on employee performance is 0.364. Meanwhile, the indirect effect of organizational communication on performance through work motivation is the product of the beta value and the beta value, namely: $0.548 \times 0.331 = 0.181$. Added to this is the direct influence of organizational communication on employee performance, namely 0.364. Therefore, to find the total effect, it is the direct effect plus the indirect effect, namely $0.181 + 0.364 = 0.545$. It was found that H_06 was rejected and H_{a6} was accepted, there was an indirect influence of organizational communication on employee performance through work motivation.

7) Indirect influence of organizational culture on employee performance through work motivation

It is known that the direct influence that organizational culture has on employee performance is 0.320. Meanwhile, the indirect influence of organizational culture on performance through work motivation is the product of the beta value, namely: $0.733 \times 0.331 = 0.247$. Added to this is the direct influence of organizational communication on employee performance, namely 0.320. The total influence is the direct influence plus the indirect influence, namely $0.247 + 0.320 = 0.567$. The result is that H_07 is rejected and H_{a7} is accepted, there is an indirect influence of organizational communication on employee performance through work motivation.

Interpretation and Implementation

Based on the data above obtained from hypothesis testing, path analysis 1 and 2 is explained as follows:

1. The Influence of Organizational Communication on Work Motivation

The results of this research state that organizational communication has a direct positive and significant effect on work motivation. So it can be interpreted that if organizational communication is improved, work motivation will increase. Improving organizational communication can be done by maintaining good organizational communication and improving organizational communication that is still poor or not yet good. This means that Agung Podomoro University employees have been able to communicate well, where they have been able to provide feedback regarding acceptance of assignments firmly.

2. The Influence of Organizational Culture on Work Motivation

The research results of organizational culture have a direct positive and significant effect on work motivation. So it can be interpreted that if organizational culture is improved, employee work motivation will increase. Improving organizational culture can be done by maintaining organizational culture that is already good and improving organizational culture that is still low or not yet good. This means that AgungPodomoro University has made changes by adopting the use of new technology in completing all university activities so that employee work motivation increases. AgungPodomoro University should maintain the method of adopting new technology at all times so that employee work motivation continues to increase. Universities need to carry out various outreach and educational activities for all employees so that they better understand the mission of the university so that they can increase employee work motivation.

3. The Influence of Organizational Communication on Employee Performance

The research results state that organizational communication has a direct positive and significant effect on employee performance. So it can be interpreted that if organizational communication is improved, employee performance will increase. Improving organizational communication can be done by maintaining good organizational communication and improving organizational communication that is still low or not yet good. AgungPodomoro University has been able to communicate in providing feedback regarding assignment acceptance firmly. For this reason, AgungPodomoro University should maintain the organizational communication methods used so far so that employee performance continues to improve.

4. The Influence of Organizational Culture on Employee Performance

The research results state that organizational culture has a direct positive and significant effect on employee performance. So it can be interpreted that if organizational culture is improved, employee performance will increase. Improving organizational culture can be done by maintaining organizational culture that is already good and improving organizational culture that is still low or not yet good. AgungPodomoro University should maintain the method of adopting new technology at all times so that employee performance increases. The strategies created by AgungPodomoro University to achieve its vision and mission are not fully understood by employees. So the university's mission has not been optimal in improving employee performance. For this reason, universities need to

carry out various outreach and educational activities that are more efficient and effective for all employees so that they better understand the mission of the university so that they can improve performance.

5. The Influence of Work Motivation on Employee Performance

The results of this research state that work motivation has a direct positive and significant effect on employee performance. So it can be interpreted that if work motivation is increased, employee performance will increase. Increasing work motivation can be done by maintaining work motivation that is already good and increasing work motivation that is still low or not yet optimal. The management of AgungPodomoro University has tried to increase cooperation between fellow employees so that employees can complete their work well. Management should maintain the methods of collaboration that have been implemented so far so that employee performance continues to improve. AgungPodomoro University has not been able to provide employee achievement needs through giving reasonable responsibilities so that employee performance is less than satisfactory. For this reason, the management of AgungPodomoro University is reviewing the amount of workload that is the responsibility of employees so that their performance will increase.

6. Indirect Influence of Organizational Communication on Employee Performance Through Work Motivation

Based on the results of the path analysis test, organizational communication variables have an indirect and significant effect on employee performance through work motivation. Employee performance is said to be good if they have high attitude, loyalty and motivation at work. To improve the performance of its employees, companies must also create effective organizational communication that can increase employee work motivation so that employee performance increases. For this reason, the management of AgungPodomoro University needs to provide education or training to improve employees' ability to communicate, especially in using polite, ethical and aesthetic words.

7. Indirect Influence of Organizational Culture on Employee Performance Through Work Motivation

Based on the results of the path analysis test, organizational culture variables have an indirect and significant effect on employee performance through work motivation. Good employee performance also comes from good work motivation, meaning that a good organizational culture makes employees comfortable at work and work motivation increases so that their performance also increases.

Closing

Conclusion:-

Based on the results of the research and discussion, the conclusions to answer the problem formulation that have been determined in this research are as follows:

1. Organizational communication has a direct positive and significant effect on the work motivation of AgungPodomoro University employees.
2. Organizational culture has a direct positive and significant effect on the work motivation of AgungPodomoro University employees.
3. Organizational communication has a direct positive and significant effect on the performance of AgungPodomoro University employees.
4. Organizational culture has a direct positive and significant effect on the performance of AgungPodomoro University employees.
5. Work motivation has a direct positive and significant effect on the performance of AgungPodomoro University employees.
6. Organizational communication has a positive and significant indirect effect on employee performance through the work motivation of AgungPodomoro University employees.
7. Organizational culture has a positive and significant indirect effect on employee performance through the work motivation of AgungPodomoro University employees.

Suggestion:-

Based on the conclusions and results of distributing questionnaires as an instrument, to improve employee performance, it is recommended:

1. For Companies

- a) The management of Agung Podomoro University is advised to carry out education or in the form of training to improve employees' ability to communicate, especially in using polite, ethical and aesthetic words so that they can increase work motivation and employee performance.

b) The management of Agung Podomoro University is advised to carry out more efficient and effective outreach and education activities for employees so that they better understand the university's mission so that they can improve their performance.

c) The management of Agung Podomoro University is advised to review the amount of workload that is the responsibility of employees so that their performance will increase.

2. For Further Researchers

This research is far from perfect, so future researchers who wish to conduct research on a similar topic are advised to:

a. It is hoped that it can add other variables such as loyalty, job satisfaction, training, and so on that are relevant.

b. Limited time, costs and personnel meant that this research could only be carried out by one company. It is hoped that in the future this research will be carried out in different companies that have different work systems and can find out more specific results regarding employee performance.

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