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Effect of Organizational Culture, Work Engagement, and Communication Skills on Employee Performance in PT Dimas Pratama Indah

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Abstract

The company's success depends on employee performance. This research was conducted to determine the influence of organizational culture, work engagement and communication skills on employee performance at PT Dimas Pratama Indah in Batam City. This research used a causality design with a population of 65 people. The sampling technique was saturated sampling, totaling 65 people. The data analysis method used is the multiple linear regression analysis method using the SPSS version 25 program. The results of the test show that organizational culture and communication skills have no partial effect on employee performance, while work engagement have a partial effect on employee performance. Organizational culture, work engagement and communication skills simultaneously have a positive and significant effect on employee performance.

Keywords: Organizational Culture, Work Engagement, Communication Skills, Employee Performance

INTRODUCTION

In the current era of globalization, individuals have a significant position inside companies. The success of a company relies on the performance of its employees, as the organization cannot achieve its goals without them (F. R. A. L. S. S. Y. L. Nasib, 2023)(Nasib, 2022). Furthermore, poor performance by employees can lead to delays and potential losses in the job carried out (Hou, 2022)(Pebri, 2020). Therefore, in order

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to achieve organizational goals, employees with excellent performance are required who can enhance the company's competitive edge (Banuari, 2023)

One aspect faced in an agency is how to make employees work efficiently and has an impact on increasing productivity (Ricardianto et.al., 2022). Therefore, employees are required to be able to do their work in accordance with their ability, but not in reality all employees have the ability and work skills in accordance with the expected organization and especially in PT. Dimas Pratama Indah.

Organizational culture refers to the manner in which employees carry out their activities and interact with others within the organization (Amelia, 2018). Beesidees refers to the symbols and values that are understood and adhered to by everyone in the organization (Sari & Nasib, 2023)(Nasib, 2023). Organizational culture may be defined as the collective mindset of individuals that sets them apart from others (Ahmad Rivai, 2020)(Sinaga, 2020). Therefore, it is crucial in assessing the performance of employees inside a corporation (Khairani, 2023). Contrary to other issues such as a lack of incentives, the corporate culture can have a substantial influence on workers' stress levels (Nasib, 2020). Organizational culture is crucial for employee performance (Endri, 2021)(Woo, 2020). Performance is determined by the actions or lack thereof of employees (Anasi, 2020). Employee performance is a crucial element in a company since it enhances the organization's efficiency and effectiveness (Martin, 2020).

Organizational culture encompasses the shared values, principles, and beliefs of members inside a corporation (Setrojoyo, 2023). Precisely, the culture within the organization determines how employees perform and their engagement at the job (Chong, 2022). The culture of a company has a direct impact on the performance of its employees since it dictates how they should operate (Aklil, 2021). A robust corporate culture fosters transparent communication and active involvement in the decision-making process (Kim & Jung, 2022).

Organizational culture is a pattern of shared basic assumptions that the group learns as it solves its problems that works well enough to be considered valid and is passed on to new members as the correct way to perceive, think, and feel inrelation to those problems. It is a mirror of corporate identity and an image of its maturity (Nabella, 2022a). A decent corporate culture is basically one in which the organization is fruitful during the time spent meeting its targets and workers' needs (Nabella, 2022b). Creativity as the sole difference in corporate culture is not as simple as it appears. corporate culture messages constantly state that fruitful partnerships adjust and consistently improve their

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societies considering changes in the outer business climate. Societies are moldable. This implies that a “fruitful” administrator (orgenerously compensated administration specialist) should have the option to go into anyenterprise with a negative or “broken” culture and utilize the different social strategies referenced above to change that culture into a positive one that improves worker execu-tion and profitability (Cherian et al., 2021).

This performance is a desire to achieve organizational goals. Performance can be interpreted as a person's success in carrying out a task and work. In addition to leadership style, the organization or company can succeed in achieving its goals which can be influenced by organizational culture. Organizational culture namely a pattern, beliefs, norms and valuesthat run within a company affect the behavior or human resources’ behavior or employees in the organization and it affects the employee performance (Dewi & Wibowo, 2020). Soleman et al., (2020) argue that organizational culture is a basic pattern of thinking and act correctly. Employees who have understood the values in an organization will make these values as an organizational personality. These values and beliefs will be realized into their daily behavior at work.

Work engagement is the degree to which employees immerse themselves in work, devoting time and energy and viewing work as an important part of their lives. This means that by working, he can express himself and consider that work is an activity that is the center of his life. Work engagement is a positive and active attitude toward working This intrinsic motivation drives individuals to become engrossed in their work thereby elevating their job performance (Wang & Chen, 2020).

Communication is an important thing in a corporate environment. Good communication will positively impact the working atmosphere in the company. Communication is a process that can not be avoided by company employees. Communication is one way to have a good work. Excessive or inadequate communication will Decrease employee performance, communication also serves to strengthen the motivation of employee performance. Because good communication will create motivation both horizontally and vertically, Communication is important for a company because communication is a major tool for company employees to be able to cooperate in the activities of the management, which is to achieve corporate objectives previously set. The importance of communication as a continuous process which, if run by a company, can bring financial benefits. Also he revealed that a company can improve its performance by conducting a continuous communication process and conducted in partnership between an employee and a direct superior, "Organizational communication

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has two play focuses items, namely internal communication and external communication". In this case, internal communication takes place inside the corporate body by involving company employees such as board of directors, managerial ranks, employees, and so forth. Meanwhile, external communication takes place outside the corporate body by involving customers, business partners, media, government, and so on. "Good organizational communication will make it Easier for corporate leaders to deliver organizational messages (Prayogi et al., 2019).

The effective communication will create a healthy and open-minded work environment. This is very important in order to increase creativity and dedication of employees or staff at company. Communication skills are the ability to convey and receive messages effectively. Good communication skills are very important in everyday life, both personal and professional. Communication skills are one of the important skills needed by employees in the world of work. Effective communication can help employees to establish good relationships with colleagues, superiors and customers. Apart from that, effective communication can also increase work productivity and employee performance (Bucata & Rizescu, 2017).

Communication skills are very important for all company functions, because operational and management systems are driven by communication. Errors in communication due to the lack of good communication flow between divisions can cause errors in receiving information that have an impact on employee performance. Based on the data, it can be seen that every month there are errors in work caused by poor communication. The message conveyed is not heard properly so that errors can occur in communication (Musheke & Phiri, 2021).

Communication is commonly described as a process of sending messages through different platforms and it is normally comprised of verbal or nonverbal sentiments. Effective business communication is considered very important in enhancing the general performance of different business entities since it influences proper co-ordination between the employees and the employer or between the entity and its customers. Through proper business communication, business entities are able to enhance their organizational management, improveemployee commitment, enhance profitability and consequently boost the overall performance of organizations. Speaking, listening and having the ability to effectively or efficiently understand both verbal and nonverbal meanings are among the most importantskills that mangers must possess in order to support or maintaining effective communication in organizations which is a perquisite for

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both improved performance and business growth. Basic business communication skills are normally learned or developed through observing other competent people and consequently modelling individual behaviors based on what is observed on other professional (Kalogiannidis, 2020).

Looking at the facts observed in the field and the gaps that occur in the research phenomenon, this research focuses on scientifically examining the influence of organizational culture, work engagement and communication skills on employee performance. The purpose of this study is to scientifically examine the field of management science related to how much influence organizational culture, work engagement and communication skills affect employee performance. Whether there will be a tendency of one of the dominant variables or not. Then another goal is to be able to provide theoretical or practical findings that are used for future studies.

METHOD

This type of research is causality research that is research compiled to examine the possibility of causal relationships between variables (Gianicolo et al., 2020). With survey methods that aim to find out and analyze the influence of organizational culture, work engagement, and communication skills on employee performance. The number of measurements of these variables in the presentation of questionnaires or list of statements using the likert scale. Data analysis methods use quantitative analysis.

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions (Fahmi et al., 2022). The population in this study is employees of PT. Dimas Pratama Indah as many as 65 people. The sample is part of certain characteristics in the entire population (Fahmi et al., 2022). This study used multiple linear regressions and took as long as 6 months and used the SPSS Version 25 statistical tool.

RESULT

This research was submitted to students from the Faculty of Economics and Business, Ibnu Sina University, majoring in Management, and aims to determine the influence of organizational culture, work involvement, communication skills on employee performance at PT Dimas Pratama Indah in Batam City. Respondents in this study totaled 65 people. This research describes respondents based on gender, age and level of education.

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Table 1. Respondent Demographics						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Gender	Male	39	60.0	60.0	60.0	
	Female	26	40.0	40.0	100.0	
	Total	65	100.0	100.0		
Age	<19	5	7.7	7.7	7.7	
	20-29	23	35.4	35.4	43.1	
	30-39	26	40.0	40.0	83.1	
	>40	11	16.9	16.9	100	
	Total	65	100.0	100.0		
Level of Education	SMP	2	3.1	3.1	3.1	
	SMA	16	24.6	24.6	27.7	
	D3	9	13.8	13.8	41.5	
	S1	35	53.8	53.8	95.4	
	S2	3	4.6	4.6	100.0	
	Total	65	100.0	100.0		

This study is through testing validity, reliability, normality and hypothesis. All variables in the validity and reliability test are qualified. This is due to the value of r calculated greater than the table r and cronbach alpha value above 0.6. Furthermore, normality testing is carried out whose data is distributed normally, the occurrence of symptoms of heteroskedasticity and multicollinearity. Hypothesis testing is done partially and simultaneously. The effect of independent variables on dependent variables is tested with a confidence level of 95% or α = 5%, this test is done using SPSS 25 data processing software.

Table 2. T Test

Coefficients[a]

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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.845	2.704		2.902	.005
	OrganizationCulture	.209	.108	.221	1.928	.058
	Work Engagement	.694	.117	.668	5.911	.000
	Communication Skills	.006	.105	.004	.059	.953
a. Dependent Variable: EmployeePerformance						

The t-count value for the organizational culture variable is 1,928 < 2,000 t-tables and sig values of 0,058 > 0.05. So H0 was accepted and H1 rejected, thus partially organizational culture variables had no significant effect on the employee performance of PT. Dimas Pratama Indah. The t-count value for work engagement variable is 5,911 > 2,000 t-tables and the sig value of 0.000 < 0.05. So H0 was rejected and H2 accepted, thus partially work engagement variables had a significant effect on the employee performance of PT. Dimas Pratama Indah. The t-count value for the communication skills variable is 0,059 < 2,000 t-tables and sig value 0. 953 > 0.05. So H0 is accepted and H3 is rejected, thus partially communication skills variables have no significant effect on the employee performance of PT. Dimas Pratama Indah.

Simultaneous tests are used to determine the influence of independent variables simultaneously (together) affecting dependent variables. Hypothesis testing is done by comparing F-calculated values with F-tables at a significance level of 0.05%. In this study the F-table value was 2.76.

Table 3. F Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	797.726	3	265.909	56.862	.000[b]
	Reesidual	282.259	61	4.676		
	Total	1082.985	64			
a. Dependent Variable: Employee Performance						

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Amount F-count 56,862 > 2.76 F-table and significance values of 0.000 < 0.05, so the decision taken is H0 rejected and H4 accepted. The acceptance of this hypothesis can be concluded that organizational culture, work engagement and communication skills simultaneously have a significant effect on the employee performance of PT. Dimas Pratama Indah. R^2 analysis is used in conjunction to determine the amount or percentage of contribution of independent variable influence in regression models to influence dependent variables. So the coefficient of numbers shown shows the extent to which the model formed can explain the actual conditions.

Table 4. Determinant Test

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858[a]	.737	.724	2.162
a. Predictors: (Constant), Organizational Culture, Work Engagement,Communication Skills				
b. Dependent Variable: Employee Performance				

The R number is 0.858, meaning that the correlation between the variables of organizational culture, work engagement, and communication skills to employee performance is 85.8%. The determination value (R^2) obtained is 0.724, this means that the percentage of contribution of organizational culture, work engagement, and communication skills variables in the regression model is 72.4% and the remaining 5.1% is explained by other variables that were not studied or not included in the study. Based on the results of the above analysis, it can be concluded that organizational culture, work engagement, and communication skills together are able to make a contribution to the employee performance of PT. Dimas Pratama Indah.

The results of this study obtained a t-count value for organizational culture of 1,926 lesser than t-table 2,000 and significance value of 0,058 higher than 0.05. Based on the results obtained, H0 was accepted and H1 was rejected for organizational culture variables, thus partially the organizational culture variables had no significant effect on the employee performance of PT. Dimas Pratama Indah. This means that the values, attitudes and behavior of members of the organization as a whole provided by PT Dimas Pratama Indah will not affect employee performance. Organizational culture is the way of

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life and lifestyle of an organization which reflects the values or beliefs that have been held by members of the organization.

Regarding there is movement of organizational culture does not affect employee performance, but can be influenced by factors other than organizational culture. Employees think that the organizational culture created has no effect on employee performance even though the company has changed the organizational culture from time to time.

The results of this study obtained a t-count value for the work engagement variable of 5,911 greater than the t-table 2,00 and a significance value of 0.000 smaller than 0.05. Based on the results obtained, H0 was rejected and H2 was accepted for work engagement variables, thus partially work engagement variables had a positive and significant effect on the employee performance of PT. Dimas Pratama Indah. This is because with high employee work engagement, it will produce better quality for the company. This explains that, if employees are more involved in their work, they will put extra effort into completing tasks and help develop the company even better. Employees who are involved will be more active in being present at work and will avoid unwanted things or activities that will cause losses to the company.

Employee performance can increase when employees feel that they have more authority to make decisions in the workplace, make an important contribution to the success or failure of their company and have the authority to decide their own work steps, in other words, if employee involvement is high, then performance can improve. The implications are (1) companies can design job characteristics according to employee attitudes and involve employees more to improve their performance. If the work is in accordance with the employee's attitude, the employee will be more productive and useful for the company; (2) company management creates a supportive work environment because if this is done, management has indirectly shown that there is concern for what employees need and feel, there is development of new skills and they are willing to provide assistance related to the work being done.

The results of this study obtained a t-count value for the communication skills variable of 0,059 lesser than t-table 2,000 and significance value 0. 953 is higher than 0.05. Based on the results obtained, H0 is accepted and H3 is rejected for communication skills variables, thus partially the communication skills variables have no effect on the employee performance of PT. Dimas Pratama Indah. This is because for employee experience is not a benchmark in work, because everything can be learned and the

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company pays special attention to how employees can experience more when they have been bound by an employment agreement. But of all these things still employees need to be further evaluated for increased experience so that performance can be better. Apart from that, employee perceptions believe that even good interpersonal communication will not have a direct influence on the performance of each individual/employee while carrying out activities in their work.

Although communication skills are often considered important in the world of work, there are several situations where these abilities do not always have an impact on employee performance. In stressful situations or when dealing with complex tasks, communication skills may be hindered by stress or fatigue. This can lead to miscommunication and decreased performance.Improving employee performance can be caused by other factors such as providing motivation in the form of awards to employees with certain criteria and conditions so that there is encouragement within employees to encourage their performance to be even better and as a result have an influence on the development of their company.

The results of this study found that the F-count value of 56,862 is greater than f-table 2.76 and the significance level of 0.000 is smaller than 0.05. Based on the results obtained, H0 was rejected and H4 was accepted, thus the organizational culture variables, work engagement variables, and communication skills variables simultaneously positively affected the employee performance of PT. Dimas Pratama Indah. These results also show that this research model, namely the variables Organizational Culture, Work engagement and Communication Skills on Employee Performance, has a strong relationship, meaning that Organizational Culture, Work Engagement and Communication Skills on Employee Performance have a strong relationship and can be utilized well to improve Employee performance significantly.

The relationship between organizational culture, work involvement, and communication skills on employee performance will influence whether or not organizational goals are achieved. Organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force for improving the quality of work of employees. Not only organizational culture, work engagement also plays an important role in employee performance. Employees who are deeply involved in their work will be more motivated to learn and develop themselves, contribute more to the organization, and be more loyal to the organization. This will have an impact on increasing employee performance, both in terms of quantity and quality. Communication skills are

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one of the important skills that employees must have. Good communication skills can help employees convey information effectively, build good relationships with colleagues and superiors, and resolve problems more easily.

CONCLUSION

Based on the results that have been outlined, it was found that organizational culture and communication skills variables have no effect on employee performance. Furthermore, it was found that work engagement has positive and significant effect toward employee performance. And with organizational culture, work engagement, and communication skills simultaneously it certainly provides an effect in employee performance.

This research contributes to the review of the management literature and presents empirical results that are available to many people. The limitations of this research are that there is only one research location, the research time is short and there are not too many variables measured. In future research, it is necessary to review career development as one of the variables that mediates employee performance, so that later the extent of their performance can be known. Driven by career development born from organizational culture, work engagement, and communication skills.

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