

The Effect Of Communication On Employee Performance With Organizational Culture As A Moderation Variable At The Sidikalang Sub-District Office

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Abstract

Communication and work discipline are two crucial factors that can affect employee performance. This study aims to find out and analyze the role of organizational culture and communication on employee performance with organizational culture as a moderation variable at the Sidikalang District Office. The approach used is quantitative causal associative, with a sample consisting of all employees in the sub-district office, namely 49 people. The results of data analysis using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) show that: 1) Organizational culture has a positive and significant effect on employee performance with a T-statistic value of $5.327 > 1.96$ and a P-value of $0.000 < 0.05$; 2) Communication did not have a significant effect on employee performance with a T-statistic value of $0.415 < 1.96$ and a P-value of $0.680 > 0.05$; and 3) Organizational culture was not able to significantly strengthen the influence of communication on employee performance with a T-statistic value of $0.738 < 1.96$ and a P-value of $0.464 > 0.05$. These findings indicate that a strong organizational culture plays an important role in improving employee performance, while communication, while important, does not have a significant impact on performance in the context of this study. This shows that in addition to a supportive organizational culture, other factors also need to be considered to improve employee performance optimally.

Keywords:

Work culture; Work Environment; Employee Commitment

Introduction

Communication and work discipline are two crucial factors that can affect employee performance in an organization, including at the Sidikalang District Office. Effective communication allows for smooth information exchange, good coordination, and more efficient problem solving (Putra & Haryadi, 2022). Meanwhile, high work

discipline reflects employees' commitment to their duties and responsibilities, as well as their ability to work in accordance with applicable rules and procedures (Wandi, 2022).

Organizational culture serves as the foundation that shapes the behavior and values embraced by the members of the organization. A positive and supportive organizational culture can strengthen the influence of communication and work discipline on employee performance, on the other hand, a weak or negative organizational culture can hinder the effectiveness of communication and work discipline, thus having a negative impact on performance (Jufrizen, 2018). The Sidikalang District Office as the spearhead of public services at the sub-district level has a very strategic role. The performance of employees at the sub-district office greatly affects the quality of services provided to the community. Therefore, it is important to conduct research on the influence of communication and work discipline on employee performance, taking into account the role of organizational culture as a moderation variable.

This study focuses on the influence of communication and work discipline on employee performance at the Sidikalang District Office, with organizational culture as a moderation variable. Good communication within the organization is expected to improve employee performance. Clear and open communication can minimize errors, improve understanding of tasks, and create a more harmonious work environment (Wandi et al., 2019). Based on the first research question, this study will explore whether communication has a positive and significant effect on employee performance in Sidikalang District. In addition to communication, organizational culture also has an important role in determining employee performance. Organizational culture includes values, norms, and practices that are collectively accepted by the members of the organization (Rasal, 2023). A strong and positive culture can encourage employees to work better and achieve organizational goals (Maulana & Yahya, 2022). This study will examine whether organizational culture has



a positive and significant effect on the performance of employees of the Sidikalang District Office. With a supportive organizational culture, it is hoped that employee performance will increase along with increasing sense of belonging and work motivation.

Furthermore, this study will also examine whether organizational culture is able to moderate the influence of communication on employee performance. This means that a good organizational culture can strengthen the relationship between effective communication and employee performance. When an organizational culture supports open and collaborative communication, the positive impact of communication on employee performance can be more significant. Therefore, this study aims to identify the role of organizational culture in strengthening or weakening the influence of communication on employee performance in the Sidikalang District Office. Overall, this study aims to provide a deeper understanding of how communication and work discipline affect employee performance, as well as how organizational culture can moderate those relationships. The results of this study are expected to provide practical recommendations for the management of the Sidikalang District Office in an effort to improve employee performance through improving communication, improving work discipline, and strengthening a positive organizational culture. Thus, this research not only has academic value, but also makes a real contribution to the development of human resource management in the government environment.

Problem Formulation

The formulation of this research problem is as follows:

1. Does communication have a positive and significant effect on the performance of Sidikalang District employees?
2. Does communication have a positive and significant effect on the performance of Sidikalang District employees?
3. Does organizational culture have a positive and significant effect on the performance of Sidikalang District employees?



4. Is organizational culture able to moderate the influence of communication on the performance of Sidikalang District employees?

Research Objectives

The objectives of this research are as follows:

1. To find out and analyze the influence of communication on the performance of Sidikalang District employees.
2. To find out and analyze the influence of organizational culture on the performance of Sidikalang District employees.
3. To find out and analyze the role of organizational culture in moderating the influence of communication on the performance of Sidikalang District employees.
4. To find out and analyze the influence of communication on employee performance moderated by the organizational culture of Sidikalang District.

Literature Review

Communication

Communication is the process of exchanging information, ideas, or messages between two or more parties with the aim of reaching a common understanding, this process involves the sender sending a message through a certain channel to the recipient who then interprets the message (Daulay, 2020). Communication can take place in various forms, including verbal, non-verbal, written, and visual (Wijaya et al., 2022). The effectiveness of communication is highly dependent on the clarity of the message, the channels used, and the ability of the sender and receiver to convey and receive information properly.

In an organization, communication plays a vital role in ensuring that all members of the organization have the same understanding of their goals, duties, and responsibilities. In addition, good communication can also increase employee engagement and motivation, as they feel more connected and valued within the



organization.

Communication is not only limited to exchanging information, but also involves emotional and social aspects. The use of empathetic communication and consideration of the feelings and needs of others can build stronger working relationships and mutual trust. In the context of management, the ability to communicate clearly, decisively, and effectively is a very important skill for leaders to direct, motivate, and inspire their teams (Dewianawati et al., 2022). Thus, good communication can be the key to success in achieving organizational goals.

Communication Indicators

According to Daulay, (2020) indicators of effective communication, namely:

1. Understanding

Effective communication occurs when the message can be understood well by the recipient as intended by the sender. Both parties, the sender and receiver, must understand each other's roles to reach a common understanding.

2. Pleasure

3. Influence on Attitude

The purpose of communication is to influence the attitude of the recipient. If communication succeeds in changing a person's behavior or attitude, then the communication is considered effective. If there is no change, then the communication is ineffective.

4. Improved Relationships

Effective communication tends to strengthen interpersonal relationships. When people have the same perception and a suitable character, good relationships will be formed naturally.

5. Action

Communication is considered effective if after communicating, there is a



change in actions from both the recipient and the sender of the message.

Employee Performance

Definition of Employee Performance

Employee performance is the level of achievement of an employee's work results in carrying out the duties and responsibilities given by the organization, this performance includes various aspects such as the quality and quantity of work, efficiency in the use of resources, and the ability to achieve goals that have been set (Afandi, 2018). Employee performance reflects the effectiveness and efficiency of an employee in carrying out his duties and responsibilities in the workplace (Tumanggor & Girsang, 2021). This includes completing tasks in accordance with set standards, both in terms of quality and quantity, as well as efficiency in the use of resources. Various factors affect employee performance, including motivation, skills, work environment, and workload management (Usman et al., 2023). High motivation is usually related to better performance, while technical and interpersonal skills determine the employee's ability to complete tasks well (Hutagalung, 2022). A supportive work environment and adequate facilities also greatly affect performance improvement. In addition, effective workload management, with a fair and not excessive distribution of tasks, also plays an important role in increasing employee effectiveness. Performance evaluation is carried out through a formal assessment that compares employee work results with organizational goals and objectives, as well as obtaining feedback from various sources. Optimal employee performance is essential to achieve overall organizational success, provide quality services, and gain a competitive advantage (Norawati et al., 2021).

Employee Performance Indicators

There are 9 indicators used to assess employee performance, which help measure the extent to which employees carry out their duties and responsibilities effectively



(Afandi 2018), namely:

1. Quantity of Work

Measuring the amount of output or work produced in a given period. This includes the volume of tasks that were successfully completed as per the target.

2. Quality of Work

Assess the level of thoroughness, conformity, and standards of the work results. High quality indicates that the work meets or exceeds the expected standards.

3. Efficiency in Carrying Out Tasks

Refers to the way employees use resources such as time and materials optimally to get work done. High efficiency means that the work is completed in a cost- and time-efficient manner.

4. Work Discipline

Measure employee compliance with organizational rules and policies, including punctuality, attendance, and adherence to work procedures.

5. Initiative

Assess employees' ability to take proactive action and make decisions independently without always having to wait for directions from superiors.

6. Accuracy

Refers to attention to detail and the ability to complete work accurately and error-free.

7. Initiative

Assess employees' ability to take proactive action and make decisions independently without always having to wait for directions from superiors.

8. Accuracy

Refers to attention to detail and the ability to complete work accurately and error-free.



9. Leadership

Assess the ability of employees to lead, direct, and motivate teams or colleagues to achieve common goals.

10. Honesty

Measure employee integrity in carrying out duties, including openness, honesty in reporting, and work ethics.

11. Creativeness

Assess the ability of employees to generate new and innovative ideas and creative solutions to solve problems or improve work processes.

Organizational Culture

Definition of Organizational Culture

Organizational culture is a set of values, beliefs, and norms developed and adopted by the members of an organization, it reflects how the members of the organization think, behave, and interact with each other as well as with external parties (Oktariza et al., 2024). Organizational culture can be seen from the way it works on a daily basis, the policies implemented, and the way the organization faces challenges and changes (Madjidu et al., 2022). This culture becomes an unwritten but powerful guide that influences the behavior of individuals in the organization.

Organizational culture does not take shape in a short time; it develops over time through shared experiences, leadership, and organizational history (Wahyudin, 2022). Organizational leaders often play a big role in shaping culture by demonstrating expected behaviors, making strategic decisions, and communicating the organization's core values (Habudin, 2020). In addition, the rituals, symbols, and stories that develop within the organization also help shape the existing culture. For example, the way we celebrate successes, the reward system, and the relationships between employees all reflect the culture of the organization. A strong and positive organizational culture can increase employee motivation, performance, and job satisfaction. Conversely, a weak



or negative culture can lead to conflict, low morale, and high turnover rates. Therefore, understanding and managing organizational culture is an important aspect of management. Managers must actively develop and strengthen a culture that supports the organization's goals and values in order to achieve long-term success.

Indicators of Organizational Culture

According to Oktariza et al., (2024) Indicators of organizational culture are as follows:

1. Innovative takes into account risks, such as:
 - Creating new ideas for the company's success
 - Dare to take risks in developing new ideas
2. Results-oriented, such as:
 - Setting targets to be achieved by the company
 - Evaluation of the results of the work that has been carried out
3. Oriented to all employee interests, such as:
 - Meet the need to walk and do work
 - Support employee achievement
4. Detail-oriented to tasks, such as:
 - Be meticulous in doing your assignments
 - Accuracy of work results

Conceptual Framework

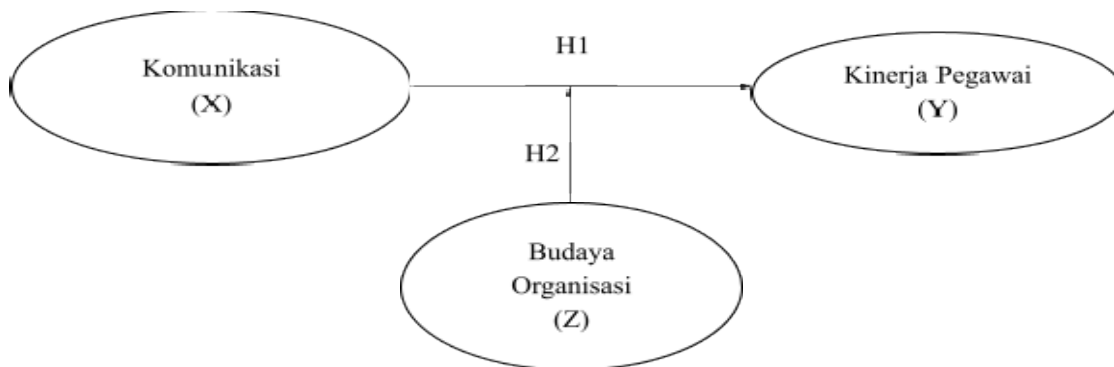


Figure 1. Conceptual Framework

Hypothesis

- H1 : It is suspected that communication has a positive and significant effect on employee performance at the Sidikalang District office.
- H2 : It is suspected that communication has a positive and significant effect on employee performance at the Sidikalang District office
- H3 : It is suspected that organizational culture has a positive and significant effect on employee performance at the Sidikalang District office
- H4 : It is suspected that organizational culture is able to strengthen the influence of communication on employee performance at the Sidikalang District office.

Research Methods Research Approaches

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2018). In this study, the exogenous variable is Communication (X). Meanwhile, the endogenous variables are employee performance (Y) and the Moderation Variable, namely Organizational Culture (Z).

Research Place and Time Research Place

This research was carried out at the Sidikalang District Office which is located at Jl. Merdeka No. 02, Sidikalang City, Sidikalang District, Dairi Regency, North Sumatra 22211.

Research Time

The time of this research will be carried out from October 2024 to December 2024.

Population and Population Sample

In the opinion of several experts, one of which is according to (Sugiyono, 2017), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. In this study, the population used is the entire number of sub-district employees with a total of 49 employees with the following details:

Table 1. Population Details

No.	Employee Status	Number (Person)
1.	ASN	44
2.	Honorary	5
	Sum	49

Source : Sidikalang District Office

Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2017). If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. However, in this study, because the number of population is relatively small, the sampling technique used is a saturated sample technique, which involves all respondents to be a sample, meaning that the sample to be used is 49 employees.



Variable Operational Definition

The operational definition of the variables in this study is as follows:

Table. 2 Variable Operational Definitions

Types of Variables	Variable Definition	Indicators
Communication (X)	Communication is the process of exchanging information, ideas, or messages between two or more parties with the aim of reaching a common understanding. This process involves the sender sending the message through a specific channel to the recipient who then interprets the message (Daulay, 2020).	According to Daulay, (2020), there are several indicators of effective communication, namely: 1. Understanding 2. Pleasure 3. Influence on Attitude 4. Improved Relationships 5. Action
Organizational Culture (Z)	Organizational culture is a set of values, beliefs, and norm developed and adopted by the members of an organization, it reflects how the members of the organization think, behave, and interact with each other as well as with external parties (Oktariza et al., 2024).	According to Oktariza et al., (2024) Indicators of organizational culture are as follows: 1. Innovative taking into account risks 2. Results-oriented 3. Oriented to all employee interests 4. Detail-oriented to tasks.

Employee Performance (Y)	Employee performance refers to how effective and efficient an employee is in carrying out his duties and responsibilities in the workplace (Afandi, 2018).	Employee performance indicators in this study refer to the theory (Afandi, 2018) are as follows: 1) Quantity of work; 2) Quality of work; 3) Efficiency in carrying out tasks; 4) Work discipline; 5) Initiative; 6) Accuracy; 7) Leadership; 8). Honesty; and 9) Creativity.
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Data Analysis Techniques

The data analysis technique used in this study is a quantitative data analysis method. The data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run with computer media.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

Validity tests are used to assess the validity of a questionnaire or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something measured by the questionnaire. Validity testing is applied to all question items that exist on each variable.



2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability tests are used to measure the consistency of measuring tools in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs that have been hypothesized in this study (Hair, J.F., et. Al, 2017). To generate the inner model test values, the steps in SmartPLS are carried out by bootstrapping method. The structural model was evaluated using R-square for dependent variables, Stone-Geisser Q-square test for predictive elevation and *t-test* as well as the significance of the structural path parameter coefficient with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation on regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Ghozali, 2016). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation values are generated by



the model as well as the estimation of its parameters. If the Q2 value is greater than 0, it indicates that the model has predictive relevance which means it has a good observation value, while if the value is less than 0 it indicates that the model does not have predictive relevance (Ghozali, & Latan, 2015).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to find out the significance of the relationship between variables in the study using the bootstrapping method. In the full model, Structural Equation Modeling, in addition to confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2018). A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali, & Latan, 2015) the criteria for the value of t table are as follows:

- Score 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Model Fit

This test is used to determine the level of fit of the research model with the ideal model for this study, by looking at the NFI value on the program. If the value is closer to 1, then the better (good fit) (Ghozali, 2018).

RESULTS AND DISCUSSION

Results

Outer Model Analysis

The outer model test in this study uses algorithm analysis in *SmartPLS software version 3.0*, in order to obtain *outer loading* values that meet the *validity and reliability requirements*.

Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

Table 3. Outer Loading

Indicators	Outer Loading	Information
Communication (X)		
KOM1	0,789	Valid
KOM2	0,851	Valid
KOM3	0,864	Valid
KOM4	0,898	Valid
KOM5	0,865	Valid
Role of the Government (Z)		
BD1	0,816	Valid
BD2	0,906	Valid
BD3	0,851	Valid
BD4	0,787	Valid
Work commitment (Y)		
KP1	0,893	Valid
KP2	0,888	Valid
KP3	0,709	Valid
KP4	0,710	Valid

Indicators	Outer Loading	Information
KP5	0,704	Valid
KP6	0,802	Valid
KP7	0,748	Valid
KP8	0,802	Valid
KP9	0,889	Valid

Source : Output Smart PLS, 2024

Based on Table 3, it can be seen that all indicators have a *loading factor* value of > 0.60. According to (Ghozali & Latan, 2015) states that the indicator is declared valid if it has a *loading factor* value of > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:

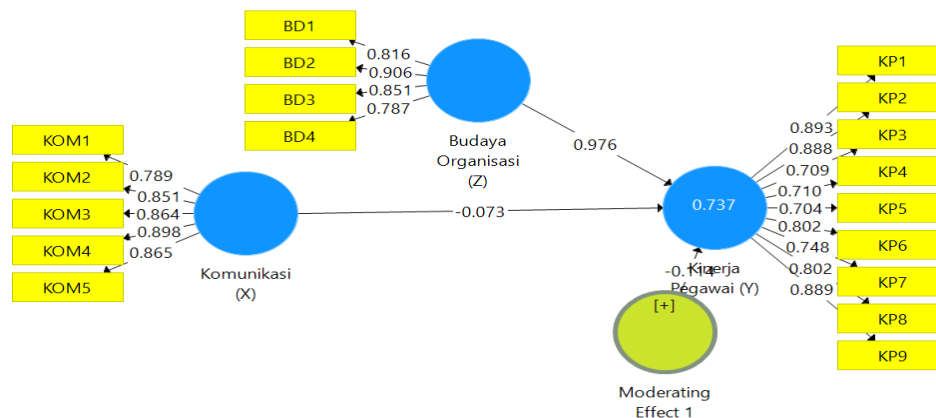


Figure 2. Outer Model Test Results

Discriminate Validity Test Results

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table:

Table 4. Discriminant Validity

Variable Indicators	Organizational Culture (Z)	Employee Performance (Y)	Communication (X)
BD1	0,816	0,612	0,687
BD2	0,906	0,728	0,893
BD3	0,851	0,710	0,787
BD4	0,787	0,702	0,594
KOM1	0,731	0,673	0,789
KOM2	0,755	0,677	0,851
KOM3	0,741	0,614	0,864
KOM4	0,691	0,613	0,898
KOM5	0,720	0,605	0,865
KP1	0,745	0,893	0,650
KP2	0,727	0,888	0,623
KP3	0,503	0,709	0,494
KP4	0,551	0,710	0,487
KP5	0,442	0,704	0,452
KP6	0,566	0,802	0,411
KP7	0,553	0,748	0,472
KP8	0,787	0,802	0,594
KP9	0,754	0,889	0,721

Source: Smart PLS Output, 2024

Based on table 4, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading variable Communication shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading of the employee performance variable indicator shows that the value *of the cross loading* indicator is greater than other latent variables, *Cross loading* of organizational culture also shows a greater value of cross loading indicators than cross loading of latent variables. Based

on this data, it can be stated discriminatively *that* the cross loading *results* are considered valid.

Composite Reliability Test Results

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha* value is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table 5.

Table 5. Construct Reliability and Validity

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Organizational Culture (Z)	0,862	0,906	0,708
Employee Performance (Y)	0,928	0,940	0,636
Communication (X)	0,907	0,931	0,729

Source: Smart PLS Output, 2024

Based on Table 5, it can be explained that the AVE value in each variable tested has a > value of 0.5, which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability* value is used. The accepted value for the reliability level is > 0.7. Based on these criteria, it can be seen that all variables in this study have a > value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (Inner Model)



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Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

Determination Coefficient Test Results (R^2)

The determination coefficient test (R^2) is used to see the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 6. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance (Y)	0,737	0,720

Source: Smart PLS Output, 2024

Based on table 6, it is known that the R square Adjusted value of the employee performance variable is 0.720 or 72.00%, which means that the influence of communication on employee performance is in a very strong category. Meanwhile, the R Square value in the employee performance variable is 0.737 or 73.70%, which means that the influence of communication on employee performance is 73.70% and the remaining 26.30% is influenced by other variables that have not been studied.

Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is $> SRMR$ and



the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 7. Model Fit

	Saturated Model	Estimated Model
SRMR	0,126	0,124
d_ULS	2,721	2,643
d_G	2.205	2.205
Chi-Square	777.385	776.765
NFI	0.368	0.379

Source: Output Smart PLS, 2024

Based on table 7, it can be seen that the NFI value is $0.368 > 0.126$ so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05 . The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 8. Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Communication (X) -> Employee Performance (Y)	-0,073	-0,062	0,175	0,415	0,680	Rejected
Organizational Culture (Z) ->	0,976	0,970	0,183	5,327	0,000	Accepted



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Employee Performance (Y)						
Moderating Effect 1 -> Employee Performance (Y)	-0,114	-0,097	0,154	0,738	0,464	Rejected

Source: Output Smart PLS, 2024

Based on the data in Table 8, it can be stated that communication has no effect on employee performance. This can be seen from the T-statistical value of $0.415 < 1.96$ with a P-Value of $0.680 > 0.05$. This means that even if communication is improved, it will not be able to improve employee performance.

On the influence of organizational culture on employee performance, T- statistics were obtained $5.327 > 1.96$ with a P-Value of $0.000 < 0.05$. This means that organizational culture has a positive and significant effect on employee performance.

Meanwhile, in the *Moderated Regression Analysis* (MRA) Test, a T-Statistic value of $0.738 < 1.96$ was obtained with a P-Value of $0.431 > 0.05$ which means that the moderating variable, namely organizational culture, is not able to significantly strengthen the influence of communication on employee performance. This result does not answer the third hypothesis in this study, namely that organizational culture cannot strengthen the influence of communication on employee performance at the Sidikalang District Office so that it can be stated that H_0 is accepted and H_a is rejected or it can be stated that organizational culture is not able to strengthen the influence of communication on employee performance at the Sidikalang District Office. There may be other factors outside the work environment that affect the relationship between work culture and work commitment that need to be further considered in future research.



Discussion

This study revealed several important findings related to the influence of communication, work discipline, and organizational culture on employee performance at the Sidikalang District Office, as well as the role of organizational culture as a moderation variable. The first finding was that communication did not have a significant effect on employee performance. Based on statistical analysis, the communication in this study has a T-statistic value of 0.415 which is smaller than the significance limit of 1.96, and a P-value of 0.680 which is greater than 0.05. This indicates that improving communication does not necessarily improve employee performance at the Sidikalang District Office. This finding is different from research by (Diasmoro, 2017) which states that effective communication often has a positive impact on work coordination and productivity. In the context of this study, insignificant results may be due to several other factors that affect communication.

Less effective communication may be one of the causes of these insignificant results. For example, communication in this office may still be one-way or lack space for employees to actively participate in the exchange of information. In addition, the information conveyed may not be clear enough, or not support effective decision-making, so employees do not feel directed and motivated to improve their performance. According to Pandey and Garnett (2006) in (Pratiwi et al., 2023), optimal communication must involve clarity of information and opportunities to provide feedback, so that employees better understand the organization's duties and expectations for them.

On the contrary, organizational culture has proven to have a significant and positive influence on employee performance. With a T-statistic value of 5.327 and a P-value of 0.000, organizational culture has a strong impact on employee performance achievement. This result is in line with Schein's (2010) research in (Putra & Haryadi, 2022) which shows that a positive and strong organizational culture can create a conducive work environment, which encourages employees to work better. A



supportive organizational culture such as results-oriented, innovation, and caring for employees can create higher morale, stronger motivation, and greater commitment among employees.

However, although organizational culture has a significant direct impact on performance, the results of the study show that organizational culture cannot moderate the relationship between communication and employee performance. The T-statistic value of 0.738 (less than 1.96) and P-value of 0.464 (greater than 0.05) indicate that organizational culture does not strengthen the influence of communication on performance significantly. Previous research by (Yahya & Dirgantara, 2022) stated that a strong organizational culture will support the relationship between communication and performance, but in the context of the Sidikalang District Office, the existing cultural elements may not have been implemented thoroughly or are not consistent in all parts of the office.

One of the reasons why organizational culture doesn't function as a moderator may be that the elements of the culture that exist have not been applied consistently throughout the office. For example, if a work culture that supports open and collaborative communication has not been fully implemented, this can hinder the positive impact of communication on employee performance. On the other hand, there may be obstacles in the implementation of a supportive organizational culture, such as a lack of adequate training to improve communication skills among employees. According to (Habudin, 2020), the effective implementation of organizational culture requires the involvement of all levels of the organization, including training and policies that encourage a collaborative work culture.

This finding provides important insights for management at the Sidikalang District Office regarding the importance of strengthening a positive organizational culture to improve performance. By creating an organizational culture that encourages open communication, collaboration, and active participation, the Sidikalang District Office can create a more productive and conducive environment. An inclusive work



culture can help employees feel more engaged and motivated in their work, which can ultimately improve the quality of public services provided to the community. This study underscores the importance of a strong organizational culture in supporting the achievement of optimal performance, although the role of communication as an independent factor has proven to be insignificant. These findings indicate the need to evaluate and strengthen work culture that is more supportive of communication and collaboration. Further studies are also recommended to identify other relevant variables, such as leadership and work environment, to provide a more comprehensive view of the determinants of employee performance, particularly in the government sector.

Conclusion

From the results of the data analysis and discussion described earlier, several conclusions can be drawn as follows:

1. Organizational culture has a positive and significant effect on employee performance with a T-statistic value of $5.327 > 1.96$ and a P-value of $0.000 < 0.05$. This shows that a strong and supportive organizational culture can significantly improve employee performance. This result answers the first hypothesis that organizational culture has a positive and significant influence on employee performance at the Sidikalang District Office.
2. Communication did not have a significant influence on employee performance with a T-statistic value of $0.415 < 1.96$ and a P-value of $0.680 > 0.05$. These findings indicate that while communication is improved, it does not necessarily improve employee performance. This may be due to less effective communication patterns or limited open communication among employees.
3. The results of Moderated Regression Analysis (MRA) show that organizational culture does not have a significant influence as a moderation



variable between communication and employee performance, with a T-statistical value of $0.738 < 1.96$ and a P-value of $0.464 > 0.05$. This means that the organizational culture in the Sidikalang District Office has not been able to strengthen the influence of communication on employee performance, possibly because the implementation of organizational culture is not optimal or consistent in all parts of the office.

Suggestion

Based on the results of the research, discussion, and conclusions that have been explained, here are some suggestions that can be given to the Sidikalang District Office:

1. The Sub-district Office needs to strengthen a positive organizational culture by instilling values, norms, and practices that encourage employee motivation and commitment. Training and development programs that emphasize the importance of an inclusive and collaborative work culture can support the creation of a conducive work environment and improve employee performance.
2. The Sub-district Office is expected to increase the effectiveness of internal communication. This can be done by providing communication training that involves all employees to improve communication skills as well as promote two-way communication between superiors and subordinates, so that employees can be more involved in the decision-making process and feel more valued.
3. It is important for the Sub-district Office to evaluate and strengthen the consistency of the implementation of an organizational culture that supports open and collaborative communication. This can be done by reviewing internal policies related to communication and work culture, ensuring that

the organizational culture is applied evenly across all parts of the office, and supporting more open interactions among employees.

4. To improve the overall performance of employees, the sub-district office also needs to provide appropriate awards and appreciation for the achievements and contributions of employees. A clear appreciation program, such as a performance award or public recognition, can provide additional motivation for employees to contribute optimally in achieving organizational goals.

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