

Employee Performance Transformation through Organizational Culture and Communication Innovation at PT. Alam Jaya Karawang

Transformasi Kinerja Karyawan melalui Inovasi Budaya dan Komunikasi Organisasi di PT. Alam Jaya Karawang

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ABSTRACT

The purpose of this study is to explore the impact of organizational culture and organizational communication on employee performance at PT Alam Jaya Karawang. This study uses a verification method with quantitative data analysis, distributing questionnaires as a data collection tool to employees of PT Alam Jaya Karawang. The findings in this study are that organizational culture has a partial influence on the performance of employees of PT Alam Jaya Karawang with a t_{count} value greater than the $t_{value_{tabel}}$ ($18.696 > 1.655$). Organizational communication also has a partial influence on the performance of employees of PT Alam Jaya Karawang with a t_{count} value greater than the $t_{value_{tabel}}$ ($12.731 > 1.655$). Simultaneously, organizational culture and organizational communication have an influence of 81% on the performance of employees of PT Alam Jaya Karawang while the remaining 19% can be attributed to other factors not examined in this study.

Keywords: Organizational Culture, Organizational Communication, Employee Performance

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh budaya organisasi dan komunikasi organisasi terhadap kinerja karyawan di PT Alam Jaya Karawang. Penelitian ini menggunakan metode verifikatif dengan analisis data kuantitatif, dengan menyebarkan kuesioner sebagai alat pengumpul data kepada karyawan PT Alam Jaya Karawang. Temuan dalam penelitian ini adalah budaya organisasi memiliki pengaruh secara parsial terhadap kinerja karyawan PT Alam Jaya Karawang dengan nilai thitung lebih besar dari nilai ttabel ($18,696 > 1,655$). Komunikasi organisasi juga memiliki pengaruh secara parsial terhadap kinerja karyawan PT Alam Jaya Karawang dengan nilai thitung lebih besar dari ttabel ($12,731 > 1,655$). Secara simultan, budaya organisasi dan komunikasi organisasi memiliki pengaruh sebesar 81% terhadap kinerja karyawan PT Alam Jaya Karawang sedangkan sisanya sebesar 19% dapat disebabkan oleh faktor lain yang tidak diteliti dalam penelitian ini.

Kata Kunci: Budaya Organisasi, Komunikasi Organisasi, Kinerja Karyawan.

1. Introduction

Human Resource Management (HRM) is the driving force behind the progress of both non-profit and business organizations. The goal of HR management is to effectively manage team members to be satisfied with their work. In an organization, the role of humans becomes very crucial, even though other factors have been fulfilled, the organization cannot operate without human contribution. Humans are not only a component but also the main driver and determinant of the direction of an organization. Therefore, providing positive guidance to team members is key to achieving the set goals.

One of the critical elements that has a significant impact on the success of an organization is employee performance. Employee performance reflects the results of a person's work in terms of quality and quantity obtained from the implementation of tasks in accordance with the responsibilities given (Mangkunegara in Nabila, 2022). It also includes individual achievements in carrying out work activities (Sutrisno in Marayasa, 2019), and the results achieved by organizations both profit and non-profit oriented over a period of time (Fahmi in Sutrisno, 2016).

Employee performance evaluation generally refers to the ability of an employee to carry out all job duties in accordance with their responsibilities, rules and measures of success that have been set by the organization (Pertiwi & Saputra, 2019). However, employee performance does not always go as expected, often problems arise. Dealing with poor performance problems is a challenge for managers and therefore it is necessary to identify problems, find causal factors and get employee opinions regarding effective solutions to overcome these problems. Performance problems are often related to employee skills management, training, employee motivation, inability to focus and be effective at work and other motivational factors (Sofyandi et al., 2022).

In analyzing employee performance at PT Alam Jaya Karawang, data is needed that has a direct influence on employee performance in the company. The following is an assessment of employee performance achievements at PT Alam Jaya Karawang.

Table 1. Employee Performance Achievement of PT Alam Jaya Karawang

Assessment Aspect	Assessment Target	Year		
		2020	2021	2022
Motivation	100%	83	85	88
Unity	100%	82	84	87
Leadership	100%	86	86	90
Integrity	100%	83	80	85
Accountability	100%	80	82	84

Source: PT Alam Jaya Karawang, 2024

Based on table 1, it shows that the performance achievements of PT Alam Jaya employees from 2020 to 2022 have increased slightly but are still quite far from the achievement targets set by the company.

The following is a presentation of the results of a pre-survey involving 30 respondents where the questionnaire was given directly to employees of PT Alam Jaya Karawang. Table 3 illustrates the results of the pre-survey regarding the performance of the company's employees.

Table 2. Pre-research Results of Employee Performance of PT Alam Jaya Karawang

No.	Employee Performance Statement	Answer	
		Yes	No
1.	Work targets achieved, will be an indicator of satisfaction for me	27	3
2.	I can work quickly and dexterously	29	1
3.	I can take responsibility for my work to my superiors and coworkers.	25	5
4.	I always confirm important things in making my own decisions	25	5

No.	Employee Performance Statement	Answer	
		Yes	No
5.	I always make improvements through the Quality Control Group.	28	2

Source: Pre-research results, 2023

Based on Table 2, it can be concluded from the results of the employee performance pre-survey that some employees have not achieved work targets, thus not reflecting satisfaction indicators. In addition, there are still employees who cannot work quickly and deftly, lack of responsibility for work that must be accounted for to superiors and coworkers and there are employees who do not confirm important things when making their own decisions. Companies need to take this more seriously in order to create optimal performance.

The next important factor that influences employee performance is organizational culture. Table 3 displays the pre-survey results regarding organizational culture at PT Alam Jaya Karawang.

Table 3. Pre-research Results of Organizational Culture at PT Alam Jaya Karawang

No.	Organizational Culture Statement	Answer	
		Yes	No
1.	My boss asks me to take initiative in carrying out work tasks	30	0
2.	Superiors encourage increased completion of work efficiently and safely by promoting creativity.	26	4
3.	Employees prefer to get work done through teamwork	20	10
4.	Employees always think proactively about how to complete tasks efficiently and optimally.	20	10
5.	Although focused on the end result, employees still pay attention to the work process to ensure the best results are achieved.	26	4

Source: Pre-research results, 2023

From Table 3, it can be described that the pre-survey results regarding organizational culture show that some employees do not fully like the concept of completing work by working together. In addition, there are still employees who do not feel encouraged by superiors to increase creativity. There are employees who are less focused on the process and more concerned with the end result. The company should pay more attention to this because a good organizational culture is very important to achieve optimal performance results.

Furthermore, an important element that affects employee performance is organizational communication.

Table 4. Pre-research Results of Organizational Communication at PT Alam Jaya Karawang

No.	Organizational Communication Statement	Answer	
		Yes	No
1.	If there are obstacles in doing my job, I always ask my superiors for their opinion.	28	2
2.	In solving problems, I always consult with my superiors.	30	0
3.	I always tidy up any work that I have done.	27	3

No.	Organizational Communication Statement	Answer	
		Yes	No
4.	My boss is satisfied with the results of my work	20	10
5.	I always invite my colleagues in making decisions	25	5

Source: Pre-survey research results, 2023

From Table 4, it can be concluded that the organizational communication variable shows that there are still some employees who do not always ask their superiors for opinions when facing obstacles, and there are still employees who do not tidy up the work that has been completed. In addition, some employees have not always invited colleagues in decision making. Therefore, companies need to pay more attention to aspects of organizational communication in order to achieve optimal performance.

How important organizational culture and effective organizational communication are in improving employee performance. The management of these elements can form a positive work environment and support the achievement of company goals. Communication acts as a tool that facilitates interaction and relationship building between individuals both in everyday life and in an organization. The presence of communication in an organization is a key factor to make it easier for individuals and groups to achieve goals that may be difficult to achieve alone (Bidajoorie, 2022).

This study also bases itself on the findings of previous studies that identify *research gaps*. The results of Chassanah's research (2023) show that organizational culture has a significant influence on employee performance, while Girsang's research (2019) shows otherwise. Similarly, the organizational communication variable where Dewi and Kamela's research (2018) found a positive influence on teacher performance, but Dahliani and Hari's research (2022) concluded otherwise. Comparison of the results of previous studies that show differences in the influence of organizational culture and organizational communication on performance, is the basis for further research to deeply understand the optimal impact of organizational culture and organizational communication on improving employee performance at PT Alam Jaya Karawang. Therefore, this study identifies these variables and conducts further analysis to provide a more comprehensive understanding of the influence of organizational culture and organizational communication on employee performance.

2. Literature Review

Human resource management is the science and art of managing the relationship and role of labor efficiently and effectively so as to achieve the goals of the company, employees and society (Afandi, 2018). According to Ricardianto (2018) Human Resource management is a science or way of how to manage the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that the goals of the company, employees and society are maximized.

According to Satrio in Paramita et al., (2016) performance refers to the level of achievement of production goals from employees in the production or service section including reports on finished goods and services produced within the production time set by the company. Meanwhile, according to Sinambela (2016: 480) in Luthfia & Sukarna (2022), performance is the ability of workers or employees to carry out a certain skill which is very important to assess the extent of their ability to carry out the assigned tasks.

Robbins & Judge (2015) describe organizational culture as a system in which members have shared meanings to distinguish their organization from other organizations. Habudin (2020) added that organizational culture is a characteristic that exists and remains inherent in the organization or daily life is closely related to behavioral norms.

Clampitt (2017) in Romadona & Setiawan (2020) defines organizational communication as a form of communication that involves top-down, bottom-up and integrative directions with the aim of conveying information and messages to avoid misunderstandings and solve problems within the organization. Meanwhile, Hardjana (2016: 47) in Azwina and Yusuf (2020) states that organizational communication is the process of exchanging messages between individuals who participate in a network of interdependent relationships to achieve organizational goals effectively.

3. Methods

The research method used in this study is verification research with a quantitative data analysis approach. Data was collected through a closed questionnaire with a focus on employees of PT Alam Jaya Karawang, totaling 200 individuals. To determine the sample, the researcher adopted the Slovin formula with an error rate of 5% resulting in a total of 154 respondents. Data collection was carried out through a survey method using a questionnaire and data analysis was carried out using multiple linear regression techniques assisted by the SPSS version 26 application

4. Results and Discussion

Data Validity Testing Results

According to Darma (2021), the validity test has the aim of managing or confirming the usefulness of the instrument in collecting empirical data, which supports the sustainability of the instrument score. The results of the validity test of the organizational culture, organizational communication, and employee performance variables show that all indicators are considered valid because the indicator value exceeds 0.3.

According to Darma (2021) the purpose of conducting a reliability test is to assess the extent of the reliability and durability of the resulting data. The reliability test results for the organizational culture, organizational communication and employee performance variables in this study show a high level of reliability. Therefore, it can be considered that the data is reliable and suitable for use in further analysis.

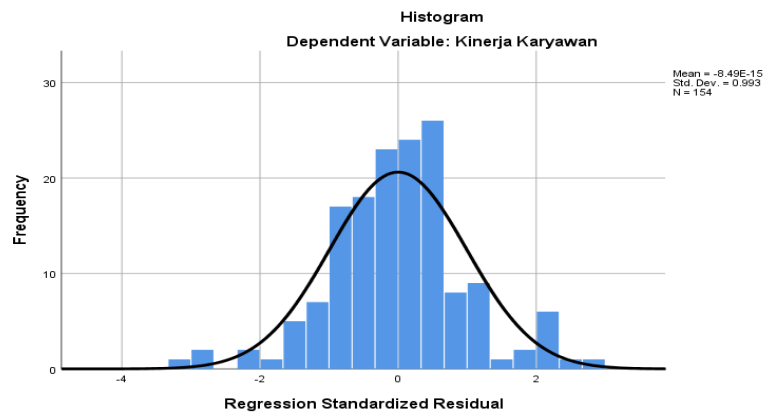
Table 5. Reliability Test Results

Variables	Cronbach Alpha	R Critical	Description
Organizational Culture (X1)	0.937	0,6	Reliable
Organizational Communication (X2)	0.946	0,6	Reliable
Employee Performance (Y)	0.928	0,6	Reliable

Source: Researcher, 2023

Nasrum (2018) states that the purpose of the normality test is to evaluate the suitability of empirical data with certain theoretical distributions. The results of the normality test on independent variables, such as organizational culture and organizational communication on the dependent variable, namely employee performance, show that the histogram graph displays a

diagonal straight line pattern. This indicates that the research data follows a normal distribution in the regression model.



Source: Researcher, 2023

Figure 1. Histogram of Normality Test Results

Analysis Result

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	44201.590	1006.972		.000
	Organizational Culture	.297	.016	.679	.000
	Organizational Communication	.202	.016	.463	.000

a. Dependent Variable: Employee Performance

Source: Researcher processing results, 2023

Based on the table, the regression equation resulting from this regression test is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 44201.590 + 0.297X_1 + 0.202X_2$$

The interpretation of this model can be done as follows:

- The constant value (a) of 44,201.590 indicates that when the value of the independent variables Organizational Culture (X1) and Organizational Communication (X2) is constant (0), the value of the dependent variable Employee Performance (Y) will reach 44,201.590 units.
- The coefficient of Organizational Culture (X1) with a value of 0.297 indicates that each increase of one unit in the Organizational Culture variable will contribute 0.297 units of increase in the dependent variable Employee Performance (Y). This shows a unidirectional positive relationship between Organizational Culture and Employee Performance, which means that the higher the value of Organizational Culture, the higher the Employee Performance.
- The coefficient of Organizational Communication (X2) which has a value of 0.202 indicates that each increase of one unit in the Organizational Communication variable will contribute 0.202 units of increase in the dependent variable Employee Performance (Y). This indicates a unidirectional positive influence between Organizational Communication and Employee

Performance, which means that the higher the value of Organizational Communication, the higher the Employee Performance.

- d. Overall, it can be concluded that the Organizational Culture variable has a positive influence, as well as the Organizational Communication variable also has a positive or unidirectional influence on the dependent variable Employee Performance.

Next, information regarding the results of the coefficient of determination analysis on the impact of Organizational Culture and Organizational Communication on Employee Performance at PT Alam Jaya Karawang can be found in the following table.

Table 7. Results of Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900 ^a	.810	.807	1048.63635

a. Predictors: (Constant), Organizational Communication, Organizational Culture

Source: Researcher, 2023

Based on the data in Table 7, it can be concluded that the magnitude of the influence of organizational culture and organizational communication on employee performance is 81.0%, while the remaining 19% is explained by other factors not investigated in this study.

Hypothesis Testing

1. Partial Effect of Organizational Culture on Employee Performance

The results of testing the hypothesis of the partial effect of organizational culture on the performance of employees of PT Alam Jaya Karawang are shown in the following table:

Table 8. Hypothesis Testing of the Partial Effect of Organizational Culture On Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	44201.590	1006.972			
Organizational Culture	.297	.016	.679	18.696	.000

a. Dependent Variable: Employee Performance

Source: Researcher processing results, 2023

Based on the data contained in Table 8, it is found that the t_{count} value for the organizational culture variable is 18.696 with a significance level of 0.000. This t_{count} value is then pitted against the t_{table} value at the 5% significance level, with degrees of freedom $df = n - 2 = 154 - 2 = 152$, resulting in a t_{table} value of 1.655. In this comparison, it can be seen that the t_{count} value (18.696) exceeds the t_{table} value (1.655), or in other words, $t_{count} > t_{table}$. Therefore, it can be concluded that H02 is rejected and Ha2 is accepted. In other words, there is a partial influence of organizational culture on employee performance at PT Alam Jaya Karawang. This finding is also reinforced by the comparison of the alpha (α) value which is lower than the significance level ($0.000 < 0.05$).

2. Partial Effect of Organizational Communication on Employee Performance

The results of testing the hypothesis of the partial effect of organizational communication on the performance of employees of PT Alam Jaya Karawang are shown in the following table:

Table 9. Hypothesis Testing of the Partial Effect of Organizational Communication on Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	44201.590	1006.972			
Organizational Communication	.202	.016	.463	12.731	.000

a. Dependent Variable: Employee Performance

Source: Researcher, 2023

Based on information from Table 9, it can be seen that the t value for the organizational communication variable is 12.731 with a significance level of 0.000. Furthermore, the t_{count} value is compared with the t_{table} at the 5% significance level, with degrees of freedom (df) = $n - 2 = 154 - 2 = 152$, which results in a t_{table} of 1.655. In this comparison, the value of t_{count} (12.731) is proven to be greater than the value of t_{table} (1.655), or in other words, $t_{\text{count}} > t_{\text{table}}$. Therefore, it can be concluded that H_{02} is rejected and H_{a2} is accepted. This conclusion indicates that there is a partial effect of organizational communication on employee performance at PT Alam Jaya Karawang. The rejection of H_{02} is also strengthened by considering that the alpha value (α) is lower than the significance level ($0.00 < 0.05$).

3. Simultaneous Effect of Organizational Culture and Organizational Communication on Employee Performance

The results of testing the hypothesis of the simultaneous influence of organizational culture and organizational communication on the performance of employees of PT Alam Jaya Karawang are shown in the following table:

Table 10. Hypothesis Testing Simultaneous Effect of Organizational Culture and Organizational Communication on Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	705952862.772	2	352976431.386	320.993	.000 ^b
	Residuals	166045366.345	151	1099638.188		
	Total	871998229.117	153			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Communication, Organizational Culture

Source: Researcher, 2023

Based on information from Table 10, the F_{count} value is 320.993 with a significance level of 0.000. The F_{table} value at the 5% significance level is 3.050. In comparison, the value of F_{count} (320.993) is greater than the value of F_{table} ($F_{\text{count}} > F_{\text{table}}$ or $320.993 > 3.050$), and the significance level of F (0.000) is lower than alpha (α) ($0.000 < 0.050$). Therefore, it can be concluded that H_{03} is rejected and H_{a3} is accepted. This conclusion indicates that there is a simultaneous influence between organizational culture and organizational communication on employee performance at PT Alam Jaya Karawang.

Discussion

The results of this study provide valuable insights into how organizational culture and communication influence employee performance at PT Alam Jaya Karawang. As demonstrated in the findings, both organizational culture and organizational communication have partial effects on employee performance, with a combined simultaneous impact when considered together. These results support the premise that a strong organizational culture, coupled with effective communication, can drive employee motivation, engagement, and overall performance, as evidenced in numerous studies (Andri Feriyanto & Endang Shyta Triana, 2021; Afandi, 2018).

The partial influence of organizational culture on employee performance suggests that a positive and supportive culture within the company can help employees align their personal goals with the company's objectives, fostering a sense of belonging and commitment. According to Muis et al. (2018), organizational culture is a critical determinant of employee behavior and can significantly affect productivity. PT Alam Jaya Karawang's emphasis on fostering a culture that values transparency, collaboration, and respect likely contributes to the positive performance outcomes observed in this study.

On the other hand, organizational communication also plays a crucial role, with its own partial effect on employee performance. Clear and efficient communication within the organization ensures that employees understand their roles, expectations, and how their individual contributions align with organizational goals. Previous studies, such as Diana Azwina and Shahnaz Yusuf (2020), have emphasized that effective communication helps reduce misunderstandings and increases job satisfaction, which are directly linked to enhanced performance.

The simultaneous influence of both organizational culture and communication further reinforces the concept that these two elements are interdependent and mutually reinforcing. This finding aligns with the research by Wibowo (2019), which highlighted that organizational culture and communication must work together to create an environment conducive to high performance. PT Alam Jaya Karawang's success in leveraging these elements illustrates their importance in creating a holistic approach to employee engagement and performance improvement.

These findings offer novel contributions to the field, particularly in the context of PT Alam Jaya Karawang. While previous studies have explored these variables individually, this research emphasizes the simultaneous impact of organizational culture and communication, presenting a more integrated approach to understanding how internal factors shape employee performance (Anggi Mayasari Lubis, Dini Azlina Pane, & P. N., 2023).

Additionally, the results of this study align with the theoretical frameworks proposed by authors like Habudin (2020), who argues that organizational culture provides the foundation for effective communication. When both elements are effectively integrated, employees are more likely to demonstrate high levels of performance, engagement, and loyalty.

For PT Alam Jaya Karawang, the results underscore the importance of fostering a strong organizational culture and improving communication practices. Management should

continue to invest in training and development programs that enhance both cultural alignment and communication skills across all levels of the organization. By doing so, the company can further improve employee performance, increase job satisfaction, and strengthen its competitive position in the industry.

4. Conclusions

Based on the results discussed in the previous chapter, this study concludes that: (1) organizational culture has a partial influence on employee performance at PT Alam Jaya Karawang; (2) organizational communication also has a partial effect on employee performance at the same company; and (3) both organizational culture and organizational communication together simultaneously affect employee performance.

To improve employee performance at PT Alam Jaya Karawang, it is recommended to prioritize enhancing the organizational culture, as this variable demonstrates a more significant positive impact on performance. In particular, fostering a strong organizational culture can help employees feel more connected and aligned with the company's values, which may lead to higher motivation and overall performance (Bakker & Demerouti, 2007). On the other hand, organizational communication should also be addressed, but with less emphasis compared to culture, given that its effect on performance was found to be relatively smaller.

Future research could expand on this study by investigating additional factors, such as leadership style or work environment, which may interact with organizational culture and communication to further influence employee performance. Moreover, exploring different industries or regions could provide a broader understanding of the generalizability of these findings. Comparative studies between companies with strong organizational cultures and those with weak cultures could offer valuable insights into the mechanisms behind the observed effects. Additionally, longitudinal studies could help in understanding how these variables evolve over time and their long-term impact on performance.

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