

The Influence of Communication, Training, and Organizational Culture on Employee Performance

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Abstract

This study aims to determine the influence of communication, training, and organizational culture on employee performance. The Slovin formula was used to select 69 respondents out of a total of 105 employees of the Office of the Ministry of Religion of the City of Bima for the study. Data were obtained through questionnaires and analyzed using the multiple linear regression method. **Findings.** The results showed that communication, training, and organizational culture significantly and positively influenced employee performance. Furthermore, the result showed that organizational culture is the most dominant variable that influences employee performance, followed by training and communication. This means that to improve employee performance, it is important to pay attention to building an organizational culture that supports each task implementation, by taking into account communication patterns and involving all employees in training programs that can improve their work competence.

1. Introduction

Developing an adequate operational management system for work procedures is the most important part of the process of applying management science to human resource (HR) in order to face organizational challenges. Organizational structuring is based on the vision, mission, goals, strategies, policy agendas, programs and performance of the organization's planned activities. This process is always directed at the development of a bureaucratic figure with clear, complete, efficient, effective, responsible, open and accessible duties and responsibilities, which is interwoven with one another as a unified and consistent bureaucracy. According to Darmawan et al. (2020) and Hasibuan (2013), work procedures need to be oriented to impersonal criteria and mechanisms that are directed through the application of excellent service with increased quality of organizational performance, efficiency, social welfare, and creativity.

Organizational performance is an accumulation of human resources, in accordance with employee performance, which is defined as the quality and quantity of work achieved by employees in carrying out their assigned responsibilities. According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided to a worker (Luntas, 2011). Mangkunegara (2012) stated that performance is a way of working in an organization for a certain period. It is the result of the quality and quantity of work achieved by employees in carrying out their function following the responsibilities assigned to them. Furthermore, Nurlaila (2010) defined it as the result or output of a process.

Performance is the quantity and quality of work achievement or output (output) by employees in carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2012). Sedarmayanti (2011) reported that performance is a person's achievement regarding assigned tasks. Performance is also work achieved by a person or group of people in an organization following their respective authorities and responsibilities, to achieve organizational goals, without violating the law legally, and in line with moral ethics. Performance is a complete view of the state of a company for a certain period, due to its operational activities in utilizing its resources. According to Mangkunegara (2012), performance is influenced by three factors, namely individual, psychological and organizational factors. These are further expressed as follows: (1) individual factors comprises of ability and expertise, background and demographics, (2) psychological factors comprises of perception, attitude, personality, learning and motivation, while (3) organizational factors consisting resources, leadership, rewards, and job design structures. Mangkunegara (2012) also stated that there are two dimensions to evaluating performance standards developed into several indicators, namely quantitative and qualitative. Quantitative dimensions include work processes and conditions, time, number of errors, and type. Meanwhile, qualitative dimensions include quality of work, punctuality, ability, skills, and ability to evaluate.

According to a 2018 report by the Indonesian Ministry of Religion Performance, approximately 71,164 Civil Servants, participate in the Main Secretariat General Performance, thereby leading to the "Management Support and Implementation Indicator of Other Technical Tasks of the Ministry of Religion." This obtained a percentage value of 95.45% in the Performance Accountability Predicate determined by 100%. Therefore, good communication is needed between government officials within and outside the organization, in providing services to the community. In general, communication can be defined as an effort to deliver messages between humans. The object of communication science does not examine the process of delivering messages to non-human beings (Mulyana, 2012).

According to Mulyana (2012), and Effendy (2010), the indicators of work communication, are as follows (1) Understanding is the ability to comprehend messages carefully as intended by the communicator. (2) Pleasure is achieved when the communication process is successful in conveying information, and this can also take place in a pleasant atmosphere for both parties. The purpose of communication is not just a message transaction, rather it is intended to interact pleasantly to foster human relationships. (3) The effect on attitude on a communicant after receiving a message is in accordance with its content. The act of influencing other people is a part of daily life in offices. In various situations, employees try to influence the attitudes of others by making them behave positively according to their wishes. (4) The better relationship that in the process of effective communication accidentally increases levels of interpersonal relationships in offices.

Hasibuan (2013) stated that "the flow of formal communication in organizations can be divided into four, namely top to bottom, bottom to top, horizontal and diagonal. Communication is the transfer of information among people from place to place. According to Webster's New Collogiate Dictionary, "the term communication comes from the Latin term *Communicare*, which is the past participle form of *communicatus* meaning a tool used to primarily communicate with a system in order to deliver and receive news, such as telephone, telegraph, radio, etc." Luntas (2011) reported that communication is the delivery of information and understanding, on verbal or non-verbal symbols.

Performance Audit Report at the Office of the Ministry of Religion of the City of Bima showed that the achievement value of the resulting performance amounted to 0.101 from the maximum value of 0.109. The performance achievement value is not maximal because it does not meet the criteria set out in KMA Number 81 of 2007. This inadequate performance is influenced by lack of understanding and ineffective communication between the person in charge of the

activity and other members/staff in preparing all forms of activity at the Ministry Office Bima City Religion (2016 Performance Audit Report).

The research carried out by Adeogun et al. (2017), Çetin et al. (2012), Dasgupta et al. (2013), Irad et al. (2020) and Shonubi & Akintaro (2016) in Nigeria and India, concluded the following. Firstly, the style or form of communication by leaders and colleagues play an important role in the performance of workers and the achievement of organizational goals. Secondly, effective communication can motivate employees, and leaders to carry out their respective duties. Therefore, good and effective communication is necessary to transmit certain data and skills from the data sender and receiver of information. These skills include reading, writing, listening, speaking, etc. These skills also ensure the successful exchange of information, therefore, they are needed by leaders of organizations and staff, for efficiency and accountability.

A 2019 data from the Ministry of Religion in the City of Bima Ministry indicated that out of the 105 employees only 40% attended the ASN training in accordance with their duties, therefore, the training has not been maximized. The results of research conducted by Afroz (2018), Al-Mzary et al. (2015), Haydar (2018) Shigenobu & Ikeda (2013) and Zahid Hussain Bhat (2011) concluded that to improve the quality of work, the organization periodically conducts education and training for employees. Training also provides opportunities for employees to develop working skills and abilities to help them understand the various policies and objectives that need to be conducted, and provide opportunities to add knowledge and expertise (Hasibuan, 2013).

Training is a process of teaching certain knowledge, expertise, and attitudes for employees to become more skilled and able to carry out their responsibilities, following the outlined standards (Mangkunegara, 2012). According to Luntas (2011), training is a short-term process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills. Robbins & Judge (2011) stated that training is the process of teaching and learning using certain techniques and methods. Conceptually it can be stated that training is intended to improve the skills and work abilities of a person or group of people. It is an effort to improve the mastery of various skills and specific work implementation techniques for current needs and to prepare employees to assume certain positions in the future. According to Afroz (2018) training objectives are generally in the context of fostering employees to ensure they can carry out the following activities (1) increase the personality and spirit of devotion to the organization and society. (2) Improve the quality, ability, and skills of employees in carrying out their duties and leadership role. (3) Train and improve their work mechanisms and sensitivity in carrying out tasks. (4) Train and improve their planning ability, and (5) Improve work knowledge and skills.

According to Mangkunegara (2012), there are six training indicators, namely objectives, targets, trainers, material, methods and training participants. (1) Objectives: This is associated with training specific to preparing and setting goals to achieve predetermined results. (2) Targets: training objectives need to be determined by detailed and measurable criteria. (3) Trainers: bearing in mind that training is generally oriented towards improving skills, by providing training materials with adequate qualifications according to their fields, profession and competent. (4) Material: human resource training requires material or curriculum that is consistent with the organization's objectives. (5) Methods: training methods are a better guarantee than an effective human resource, and they are appropriate for the type of material and abilities of the trainees. (6) Training participants: trainees need to be selected based on certain requirements and appropriate qualifications.

Isa (2016) and Yildiz (2014) stated that an organization has its habits and tendencies and plays an important role in the performance of its employees. The studies also carried out by Shahzad (2012), and Uddin et al. (2012) found that organizational culture in addition to being used to determine the characteristics and identity of an institution, it also acts as determining part used to achieve organizational goals This is in line with the studies carried out by Mariati (2018) and Ratnasari et al. (2019), which also found that organizational culture spurs employee work motivation, and performance.

Organizational culture can be understood as a belief in the values or norms adopted and used as a guide in solving problems that exist within or outside an organization (Mangkunegara, 2014). It is often associated with a set of values that become the standard of research and social evaluation in building interactions (Mariati, 2018). According to Robbins & Judge (2011), organizational culture is a value or characteristic that influences the performance of members of an organization. It is also defined as a set of core values, beliefs and attitudes that are enforced among members of the organization. Furthermore, the adjustable culture encourages employee involvement and clarifies the goals and direction of the organization's strategy. It outlines and works on the organization's values and beliefs, help the organization to achieve sales growth, return on capital, profits, quality, and higher customer satisfaction (Hasibuan, 2013). Therefore, the influence of culture on organizational effectiveness is less clear when an organization does not have a dominant culture and only consists of many sub-cultures.

Organizational culture can be measured by the following six indicators (Hasibuan, 2013; Mangkunegara, 2014), namely (1) Innovative in analyzing the possibility of risk based on employee agreement in forming norms. (2) As a guide in focusing attention on the problem which illustrates the detailed level of quality. (3) The predetermined results of targets, as well as (4) their interests to become values for empowering members of the organization. (5) Working spirit to become an organization with high work productivity and competitiveness. (6) Guarantee and maintain the stability of the quality and quantity of work with responsibility in advancing the organization.

The preliminary observation results showed that the performance of the Bima City Ministry of Religion Office has been running adequately. However, there are still some obstacles and problems, such as public services that need to be improved. This can be identified from the fact that some employees do not consider all work therefore, they tend to postpone them, while some do not consider these tasks in line with the position entailed.

2. Research Method

This is a quantitative and associative research that looks for a causal relationship between the independent and dependent variable. The Slovin formula was used to select 69 respondents out of a total of 105 employees of the Office of the Ministry of Religion of the City of Bima for the study. Furthermore, this research utilized the purposive sampling method with data obtained using the questionnaire and Likert scale. Before the instrument was used to collect research data, it was tested for validity and reliability.

Operational definition of research variables:

1. Performance (Y) is the result of the quality and quantity of work achieved by employees in carrying out their function following the responsibilities assigned to them.
2. Communication (X₁) can be defined as an effort to deliver messages between employees and leaders.
3. Training (X₂) is a process of teaching certain knowledge, expertise, and attitudes for employees to become more skilled and able to carry out their responsibilities better, and in accordance with the set standards.
4. Organizational culture (X₃) is a set of core values, beliefs and attitudes that are enforced among members of the organization.

Data were analyzed using the Descriptive Analysis Method, and Multiple Regression Analysis. This previously performed a classic assumption test, including linearity, normality, and multicollinearity.

3. Results and Discussions

a. Instrument Validity and Reliability

The main characteristics of the sample are government employees, therefore, questionnaires were distributed to test the validity and reliability of 69 civil servants in the Office of the Ministry of Religion in the City of Bima. The collected data were further analyzed using the SPSS 16 program, which declared instrument items valid and reliable.

Table 1 Instrument Validation Results

Item	Variable Instruments				Symbol	r-table (N=30)	Information
	Communication	Training	Organizational culture	Performance			
1	0,384	0,364	0,374	0,330	≥	0,234	Valid
2	0,395	0,345	0,306	0,343	≥	0,234	Valid
3	0,436	0,344	0,288	0,528	≥	0,234	Valid
4	0,337	0,354	0,308	0,341	≥	0,234	Valid
5	0,306	0,353	0,245	0,341	≥	0,234	Valid
6	0,356	0,353	0,403	0,342	≥	0,234	Valid
7	0,396	0,349	0,322	0,348	≥	0,234	Valid
8	0,327	0,437	0,409	0,341	≥	0,234	Valid
9	0,338	0,326	0,350	0,310	≥	0,234	Valid
10	0,306	0,334	0,435	0,422	≥	0,234	Valid
11	0,394	0,424	0,242	0,335	≥	0,234	Valid
12	0,384	0,3041	0,321	-	≥	0,234	Valid
13	-	0,273	0,305	-	≥	0,234	Valid
14	-	-	0,315	-	≥	0,234	Valid
15	-	-	0,352	-	≥	0,234	Valid
16	-	-	0,283	-	≥	0,234	Valid

Table 1 shows that the instrument on the communication variable with as many as 12 items declared valid because they met the criteria, of $r\text{-count} >$ was greater than r-table. Instrument training variable shows that 13 items met the valid and reliable criteria. Furthermore, 16 items of organizational culture variable instruments were declared valid, and 11 items of employee performance variable instruments were invalid.

Table 2. Summary of Instrument Reliability Test Results

Variable	Cronbach's Alpha	Symbol	Standard	Information
Communication	0,690	≥	0,600	Reliability
Training	0,711	≥	0,600	Reliability
Organizational Culture	0,729	≥	0,600	Reliability
Performance	0,648	≥	0,600	Reliability

Table 2 shows that all the research variable instruments, namely communication, training, organizational culture, and performance, have met the criteria of reliability, at Cronbach's Alpha ≥ 0.60 .

b. *Characteristics of Respondents*

The research comprises of 38 male respondents (55%) and 31 females (45%). A total of 31 respondents (45%) are in the 31-40-year-old category, while the 6 respondents (9%) are aged ≥ 51 years. Furthermore, the sample was dominated by the last education at the Strata One (S1) level with the highest number of 32 respondents or 46%, and the lowest was the last high school education level of 10 respondents or 14%. It is known that the respondents in class III, II and IV are 31 people or (45%), 16 people or 23%, and 22 people or 32%. Respondents with a working period of 11-15 years were the largest number with 21 people or 31%, while those with the least working period of ≥ 5 years were 6 people or 9%. Furthermore, the respondents with a working period of 6-10 years were 14 people or 20 %, while those with a working period of 16-20- years were 16 people or 23%.

c. *Classic Assumption Test*

1) *Normality*

Table 3. Summary of Analysis Results for Normality Test

Tests of Normality			
	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
Communication	.093	69	.063
Training	.098	69	.094
Organizational culture	.083	69	.075
The performance	.079	69	.098
a. Lilliefors Significance Correction			

Research variable data is normally distributed, assuming the significant level is less than 0.05 Kolmogorov-Smirnova (Apuke, 2017; Gilmour, 2007). Therefore, all research variables are normally distributed, as shown in table 4.

2) *Multicollinearity*

The test results in research using SPSS 16 show that all research variables were not multicollinearity.

Table 4. Summary of Multicollinearity Analysis Results

Correlations					
		Performance	Organizational culture	Communication	Training
Pearson Correlation	The performance	1.000	.770	.587	.619
	Organizational culture	.770	1.000	.683	.667
	Communication	.587	.683	1.000	.668
	Training	.619	.667	.668	1.000

The correlation table shows the results of the intercorrelation analysis between independent variables are marked with Pearson correlation coefficient values. In this case, the SPSS Output crosses the independent variables. Furthermore, the correlation results between the independent

variables of communication, training and organizational culture (r) are 0.770, 0.683 and 0.668, respectively. This value is less than or smaller than 0.8, therefore, there is no multicollinearity.

3) Linearity

Table 5. Summary of Linearity Analysis Results

ANOVA Table		
		Sig.
The performance * Communication	(Combined)	.000
	Linearity	.000
	Deviation from Linearity	.032
The performance * Training	Deviation from Linearity	.046
The performance * Organizational culture	Deviation from Linearity	.021

The linearity test results using the SPSS program have a linear relationship because the value of sig deviation from is smaller than 0.05. The analysis results are displayed in table 6.

d. Multiple Regression Analysis

This analysis was conducted to determine the partial effect of each independent variable on the dependent variable.

Table 6. Summary of Results of Partial Influence Analysis

Independent Variable	Coefficient	t-count	t-table
Communication	0,587	5.934	2.333
Training	0,619	6.451	2.333
Organizational culture	0,770	9,880	2.333
Constant (α)	1.118		

Source: SPSS Output, 2019

Table 6 shows the following: (1) α (constant) indicates that assuming there is no good communication, adequate training and organizational culture supports the implementation of the duties of employee performance by 1,118. (2) bX_1 hints that when the communication value shifts by 1, the employee performance increases by 0.587. This means that the effect of communication on employee performance by 0.5872 is 34.5% and the rest (65.5%) is influenced by other variables. (3) bX_2 indicates that when the training value shifts by 1 employee performance increase by 0.619. This means that the effect of training on employee performance by 0.6192 is 38.3% and the rest is influenced by other variables. (4) bX_3 indicating that assuming the organizational culture shifts by 1 unit, the employee's performance increases by 0.770. This means that the influence of organizational culture on employee performance of 0.7702 is 59.3%, and the rest is influenced by other variables.

Therefore, the results of the analysis show that organizational culture is the most dominant variable in influencing employee performance, followed by training and communication. This shows that to improve employee performance, it is important to pay attention to the organizational culture that supports each implemented task.

e. *The Effect of Communication on Employee Performance*

The descriptive analysis results of communication variables using SPSS 16 program showed that 58% of the respondents on the average belong to the effective category, while the 10% and 32% are in the low and very effective categories. Therefore, the results of the study indicate that the communication variables are classified as vertical, horizontal and diagonal at the Office of the Ministry of Religion in the City of Bima. In terms of impact, the research hypothesis, after calculation, shows that the t-count of communication variable is 5.934 greater than t-table of 2.335. This means that the null hypothesis is rejected, therefore, the alternative hypothesis "Communication Has a Positive and Significant Effect on Employee Performance" is accepted. This shows an increase in the interaction of communication in the organization, leads to a rise in an organization's performance. This study supports previous studies carried out by Adeogun et al. (2017), Irad et al. (2020), and Shonubi & Akintaro (2016) that communication increases performance.

Furthermore, good relations between superiors and subordinates, the existence of feedback, a supportive communication climate and a directed organizational perspective increases employee job satisfaction more optimally. Therefore, with effective communication, employees do not experience confusion in carrying out tasks made by the organization, thereby, leading to a performance is better. Employees also feel involved in the existence of structured two-way communication and the feedback generated from superiors and subordinates.

g. *The Effect of Training on Employee Performance*

The results of the descriptive analysis show that 5 people or 7% are classified as, while 23 or 33% are effective and 41 people or 59% very effective. Therefore, from the results of the questionnaire regarding training it is clear that the average numbers of respondents are very effective. The results of the study found that the effectiveness of the training was classified as high, which showed the trainers in the training activities were truly professional, with the objectives relevant to the tupoksi. Furthermore, the impact of testing the research hypothesis after calculating it, shows that the t-count of the training variable of 6,451 is greater than the t-table of 2.335. This means that the null hypothesis was rejected and the alternative hypothesis which says that "Training has a Positive and Significant Effect on Employee Performance of the Office of the Ministry of Religion of the City of Bima" was acceptable. The results are in line with the previous studies carried out by Afroz (2018), Al-Mzary et al. (2015), Haydar (2018), Shigenobu & Ikeda (2013), and Zahid Hussain Bhat (2011) on the training tailored to meet the needs of companies and employees for effective performance. Training is a solution to improve employee and organizational performance because it can achieve the following (1) Improve unsatisfactory employee performance due to lack of skills, (2) Update employees' skills in line with technological advances, (3) Reduce the learning time for new employees to be competent at work, (4) Help solve operational problems. (5) Prepare employees for promotion, (6) Orient new employees to the organization, and (7) Meet personal growth needs.

h. *The Effect of Organizational Culture on Employee Performance*

The results of the descriptive analysis indicate that 9 people or 13% are in the low-performing/lacking category, 41 or 60% and 19 or 27%, are in the high and very high categories. The results found that the organizational culture in the Ministry of Religion in the City of Bima was classified as good because the workers were (a) innovative, (b) attention to details, (c) results from orientation ie the extent to which management focused on results rather than on the techniques and processes used and (d) orientation of human resources. The hypothesis testing results after calculation shows that the t-count of organizational culture variables is 9,880 greater than t-table at 2,335, with a significant level of 0.00. This means that the null hypothesis was rejected and the alternative hypothesis, which says that "Organizational Culture Has a Positive and Significant Impact on Employee Performance" was accepted. This result is in accordance with the previous

studies by Isa (2016) and Shahzad (2012), with the application of good organizational culture important for the future of the organization. The implementation of a structured organizational culture on direct employee performance is more precise, therefore, it improves existing human resources at the company.

One of the important roles of the values that become an organizational culture on employee performance is through increasing work motivation. Maximum performance with organizational culture through motivation is associated with organizations that have a strong philosophy or essence of values both in terms of the internal environment and the external environment.

i. The Effect of Communication, Training and Organizational Culture On Employee Performance

The F-count results of the communication, training, work and culture variables are 34,447 greater than F-table at 23,921 with a significant level of 0.00. This means that the null hypothesis is rejected and the alternative hypothesis reads that "Communication, Training and Organizational Culture Have a Positive and Significant Effect on Employee Performance." In conclusion, the level of performance of employees depends on good communication, training that supports the skills, professional work, and organizational culture. The results support the previous studies carried out by Afroz (2018), Isa (2016), Adeogun et al. (2017), Afroz (2018), Lumbanraja (2017) and Shahzad (2012) that communication, training and organizational culture are indicators used to measure a person's performance at work.

4. Conclusion

In conclusion, Communication, Training, and Organizational Culture have a positive and significant effect on the performance of office employees at the Ministry of Religion, Bima City. This shows that when improving performance, the interaction in building communication needs to be more professional and proportional between fellow subordinates and with superiors, in terms of vertical, horizontal and diagonal communication. Training is the right way to improve skills and attitudes, while discipline, in turn, improves employee performance. Furthermore, the better the organizational culture created and cultivated, the more effective it is in achieving set goals. Therefore, communication, training and organizational culture have a positive and significant effect on employees performance. This means that building performance needs to be carried out by improving communication, training relevant to the vision and mission of the organization and good organizational culture.

The results of data analysis show that organizational culture is the most dominant variable in influencing employee performance because it is essential in the execution of each task. Furthermore, good job training and organizational culture are needed for the Ministry to build effective communication and for proper implementation of the task. In other words, when communication, job training and organizational culture do not support the progress of performance, organizations tend to experience low motivation and performance of employees. Therefore, further research is needed to determine employee performance at the provincial level by adding other variables through in-depth and extensive research approaches.

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