

Influence of Communication Skills and Organizational Culture on the Performance of Employees in Salek Water Safety Office, Banyuasin District, South Sumatera

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Abstract

This study aims to investigate the influence of communication skills and organizational culture on the performance of the employees of Air Salek District Office, Banyuasin Regency, South Sumatra. Samples were selected using the saturated sample technique. Data of 45 respondents were collected through observation and questionnaires. This study implemented the multiple linear regression method to analyze data. The results evidence that partially each communication skills and organizational culture has a significant effect on employees' performance. Likewise, simultaneously communication skills and organizational culture have a significant effect on employees' performance. This insight can provide benefits for Air Salek District Office, Banyuasin Regency, South Sumatra. To improve employees' performance, the leader of this government institution should optimize the communication skills and organizational culture factors.

Keywords: communication skills, organizational culture, employee performance, human resource management

1. Introduction

1.1 Background

Human resources are the potential that is contained in humans to realize their role as adaptive and transformative social beings who are able to manage themselves and all the potential contained in nature towards achieving the welfare of life in a balanced and sustainable order. In other words, human resources are an integral part of the systems that make up an organization (Yakub et al, 2015). The role of human resources is very important in companies/agencies, because human resources are one of the main driving factors for the running of the organization (Handoko, 2017). Human resources are the most important input in maintaining the survival of the company/agency.

According to my observations that have occurred in the field, it shows that the decline in employee performance is caused by several things, where sometimes they encounter an old service system, where employees are supposed to serve the community well, but not maximally. Individual employee behavior does not care about the results of their work, causing activities in their work in the office to be not optimal. In addition, employees are still not orderly in meeting office hours. Going out of the office arbitrarily during working hours, from observations in the government agency offices, it was found that there were employees who worked with saints. Indeed, not all employees work like that, there are also many employees or employees who work diligently, work diligently and with full responsibility, but the image of civil servants for society as a whole is not good. Organizational culture is very important in an organization, therefore the ability to create an organization with a culture that is able to drive performance is a necessity. Problems related to institutional organizational culture include the lack of role models from the leadership in coming and leaving work on time so that this has become a culture or tradition among employees so that many employees

are not disciplined. For this reason, agencies must be able to create a positive organizational culture, this is reinforced by the opinions of Jurizen and Radiman (2010), which says that organizational culture is related to how employees perceive the characteristics of an organization's culture, not with what they like that culture or not.

1.2 Research Problem

Based on the research background that has been stated previously, the problems in this study are:

1. How is the Partial Influence of Communication Ability on Employee Performance in Air Salek District Office, Banyuasin Regency, South Sumatra?
2. How is the Partial Influence of Organizational Culture on Employee Performance in Air Salek District Office, Banyuasin Regency, South Sumatra?
3. How is the Simultaneous Influence of Communication Skills and Organizational Culture on Employee Performance in the Air Salek District Office, Banyuasin Regency, South Sumatra?

2. Literature Review

2.1 Communication Skills

According to Rowley (Melisa, 2014: 17), communication skills are the ability to send messages that support the achievement of goals while maintaining social acceptance. Communication skills are an important role that an employee must have in the communication process, both in delivering information to solve problems, and in providing feedback. According to Robbins (Widowati, 2018: 3), communication is a transmission of meaning to others in the form of symbols, symbols, or certain languages so that people who receive the information can understand the information they receive. According to Brent D. Ruben (Yakub, 2015), human communication is a process in which the relationship between one person and another in an organization or in society creates, sends and uses information to coordinate with the environment and surroundings. If this definition is compared with the two previous definitions that use the terms stimulus and signal, Ruben's definition uses the term information which is defined as a collection of data, messages, the arrangement of signals in a certain way that has meaning or is useful for a particular system. Reuben's term of creating information is the act of juxtaposing a message which means a collection of data or a set of cues. Whereas the term sending information is the process by which messages are transferred from the sender to another person. The term use of information refers to the role of information in influencing human behavior both individually, in groups and in society. So it is clear that the purpose of communication according to Ruben is to influence the behavior of others.

2.2 Organizational Culture

Organizational culture is a system of shared meaning held by members that differentiates the organization from other Robbins organizations (Fransiska, 2019: 2). According to Hofstede (Muljono, 2003), suggests that in general successful organizations have a strong and distinctive culture including myths that strengthen organizational culture. A strong organizational culture can increase competence, build consistency and commitment so that all members of the organization will be motivated to always adapt to the demands of a changing environment. Moeljono and Sudjatkiko (2007) in Mariam (2009), define: A simple and contextual corporate culture is a series of values (companies) that emerge in the form of collective behavior of corporations and their organizational members. So, as long as the

values of a company have not manifested themselves as the collective behavior of its members, as long as these values have not become a corporate culture. Organizational culture is conceptualized as shared beliefs and values in the organization that help to shape employee behavior patterns. Thus the concept above emphasizes that organizational culture can be a way to keep employees to achieve organizational goals, so the understanding of organizational culture or corporate culture can be concluded as dominant values disseminated within the organization as the work philosophy of employees, so that it can shape employee behavior in work.

2.3 Employee Performance

Fishbien in Harsanto (Widodo, 2010: 17), suggests that a person's performance is the appearance (Performance) or behavior of a person in carrying out work. Performance is the implementation of the plan that has been prepared, the implementation of performance is carried out by human resources who have the ability, competence, motivation, and interests according to Wibowo (2016: 3).

3. Research Method

3.1 Types and Sources of Data

3.1.1 Types of Data

The type of data used is quantitative data. Quantitative data is used to examine specific populations or samples, data collection uses research instruments, data analysis is quantitative statistics, with the aim of testing predetermined hypotheses (Sugiyono, 2017: 8).

3.1.2 Data Sources

The data source used is the primary data source. To obtain the required data, primary data were used which were taken directly from primary sources. According to Sugiyono (2016: 137), which states that primary data is a data source that directly provides data to data collectors. Primary data were collected through interview and survey methods using a questionnaire created by the researcher.

3.2 Data collection techniques

The technique of collecting data using a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer, Sugiyono (2017). and observation. In research, make direct observations to find facts in the field.

4. Results and Discussion

Respondents in this study were 45 respondents consisting of all employees of the Air Salek District office, Banyuasin Regency, South Sumatra. In analyzing this data, the researcher used SPSS V25 to obtain research results.

4.1 Validity Test

The validity test in this study was proposed to 45 respondents as a questionnaire test. As for the testing technique using SPSS V25 Correlation Person with $N = 45$ and $r_{table} = N-2 = 43$ (5% confidence level) = 0.2940 After testing the validity using SPSS V25 Correlation Person, the instrument validity test on all variables in This research is declared valid because the value of r_{count} on each question item is greater than or equal to the value of $r_{count} \geq r_{table}$ Table

Table 1. Table Validity Test

Variable	Item	r-count	r-table (df:45)	Interpretation
Communication Skills (X1)	1	0,616	0,2940	Valid
	2	0,738		Valid
	3	0,600		Valid
	4	0,672		Valid
	5	0,639		Valid
	6	0,648		
Organizational Culture (X2)	1	0,459	0,2940	Valid
	2	0,548		Valid
	3	0,368		Valid
	4	0,534		Valid
	5	0,475		Valid
	6	0,520		Valid
Employee Performance (Y)	1	0,539	0,2940	Valid
	2	0,556		Valid
	3	0,746		Valid
	4	0,626		Valid
	5	0,500		Valid
	6	0,352		Valid
	7	0,419		Valid
	8	0,505		Valid
	9	0,632		Valid
	10	0,439		Valid

4.2 Reliability Test

Table 2. Table Reliability Test

Variable	Cronbach Alfa	Criteria	Information
Communication Skills (X ₁)	0,761	>0,60	Reliable
Organizational Culture (X ₂)	0,668	> 0,60	Reliable
Employee Performance (Y)	0,724	> 0,60	Reliable

Source: Processed Data (Output SPSS V25)

Cronbach's Alpha value of all variables is greater than 0.60, so it can be concluded that the indicator or questionnaire used is the variable of communication skills and organizational culture on employee performance which is said to be reliable and can be trusted as a variable measuring tool.

4.3 Normality Test

Normal P-P Plot of Regression Standardized Residual

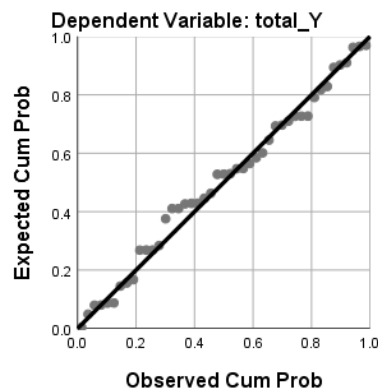


Figure 1. Figure normal graph of P-P Plot of Regression Standardized Residual

The method that can be taken to test the normality of the data is to use the Normal P-P Plot Graph by looking at the data distribution. If on the graph the data distribution follows a straight line pattern, then the data is normal. Based on Figure 1. The P-P Plot graph also shows conclusions, from the display above it can be seen that there is data that spreads out a little from the diagonal line, so that it can still be said to be normal.

4.4 Analisis Regresi Linier Berganda

Table 3. Table of Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.234	5.994		1.040	.304
	Communication Skills	.658	.286	.371	2.301	.026
	Organizational Culture	.753	.322	.376	2.335	.024

Source: Processed Data (Output SPSS V25)

So that the regression equation model obtained is as follows:

$$Y = 6,234 + 0,658 X_1 + 0,753 X_2 + e$$

The results of the analysis using the SPSS V25 program are as follows:

- The value of a (constant) is 6.234, which means that if communication skills (X1) and organizational culture (X2) are 0, then the level of employee performance on communication skills and organizational culture is 6.234.
- The regression coefficient (b1) of the communication ability variable shows a number of 0.658 and a positive direction means that if the communication ability variable (X1) increases by one unit, it will be followed by an increase in employee performance (Y) on the communication ability variable, which is 0.658 units.
- The coefficient value (b2) of the organizational culture variable shows a number of 0.753 and a positive direction means that if the organizational culture variable (X2) increases by one unit, it will be followed by an increase in employee performance (Y) on the organizational culture variable, which is 0.753 units.

4.5 Partial Test (t test)

The t test is known as a partial test, which is a test used to determine how the influence of each independent variable individually or partially on the dependent variable. This test can be done by comparing t count with t table. Or by looking at the significant column in each t-count.

Table 4. Partial Test Result Table (t test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	

1	(Constant)	6.234	5.994		1.040	.304
	Communication Skills	.658	.286	.371	2.301	.026
	Organizational Culture	.753	.322	.376	2.335	.024

Source: Processed Data (Output SPSS V25)

1) The Influence of Variable Communication Ability (X1) on Employee Performance (Y)

The variable of communication ability (X1) has a positive and significant effect on the performance of the employees of the Air Salek District Office, Banyuasin Regency, South Sumatra. This can be seen from the significant communication skills (X1) $0.026 < 0.05$

Is known :

$$\text{Value } t_{\text{table}} = t(a/2:n-k-1) = t$$

$$= (0,05/2:45-2-1)$$

$$= (0,025:42)$$

$$= 2,01808 \text{ (obtained from the } t_{\text{table}} \text{ value with a sample of 42).}$$

Then it can be stated that the value of t is greater than t-table ($2.301 > 2.01808$). Then H_0 is rejected and H_1 is accepted. So that the hypothesis that says there is an effect of communication skills on employee performance is partially accepted.

2.) The Influence of Variable Organizational Culture (X2) on Employee Performance

The organizational culture variable (X2) has a positive and significant effect on the performance of the employees of the Air Salek District Office, Banyuasin Regency, South Sumatra. This can be seen from the significant employee performance (Y) $0.024 < 0.05$.

Is known:

$$\text{Value } t_{\text{table}} = t(a/2:n-k-1) = t$$

$$= t(0,25/2:42)$$

$$= 2,01808 \text{ (obtained from the } t_{\text{table}} \text{ value with the sample 42).}$$

It means that the value of t-count is greater than t-table ($2.335 > 2.01808$), then H_0 is rejected and H_2 is accepted. So that the hypothesis which says there is an influence of organizational culture on employee performance is partially accepted.

4.6 Simultaneous Test (Test F)

Table 5. Table Simultaneous Test Results (Test F)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	529.307	2	264.653	19.480	.000 ^b
	Residual	570.604	42	13.586		

	Total	1099.911	44			
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Source: Processed Data (Output SPSS V25)

This test is carried out by comparing the significance of the F-count > F-table, it can be interpreted that the regression model is correct, meaning that the effect is joint, by looking at F-table = f (k: nk), F = (2: 45-2), F-table = (2-43) = 3.21 (results can be seen in the F-table) with an error rate of 5%.

Based on the test results in table 5 above, it can be seen that the F-count value is 19.480 with the F-table value is 3.21 so that the F-count value > F-table or 19.480 > 3.21 and the significant level is 0.000 < 0.05, then H0 rejected and H3 accepted, it can be concluded that the variable communication skills (X1) and organizational culture (X2) simultaneously have a significant effect on the performance of the employees of the Air Salek District Office, Banyuasin Regency, South Sumatra.

4.7 Correlation Coefficient Analysis (R)

Table 6. Table of Correlation Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.481	.457	3.686

Source: Processed Data (Output SPSS V25)

Based on table 6 above, it can be seen that the correlation coefficient (R) is 0.694 with a coefficient interval of 0.60 - 0.799 (strong correlation). From the two independent variables, it is found that there is a strong and positive correlation to the dependent variable. This means that if the independent variables, namely Communication Ability (X1) and Organizational Culture (X2) increase, then the employee performance will increase with a strong intensity.

4.8 Coefficient of Determination (R²)

Table 7. Table of Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.481	.457	3.686

Source: Processed Data (Output SPSS V25)

Based on table 7 above, it can be seen that the value of R Square (R²) is 0.481 (48.1%), this figure illustrates that the percentage of the contribution of the influence of the independent variables, namely Communication Ability (X1) and Organizational Culture (X2) on the dependent variable Employee Performance (Y) of 48.1% while the remaining 51.9% is influenced by other variables not examined in this study such as employee wages, work environment, incentives or bonuses for employees, compensation and many other variables

that can affect employee performance in agencies. or sub-district office employees.

5. Conclusion

Based on the results of the research and discussion above, it can be concluded:

1. Partially the Communication Ability variable has a positive and significant effect on Employee Performance of Air Salek District Office, Banyuasin Regency, South Sumatra. This can be seen based on table 4:12 which shows that the count is greater than t table, namely $2.301 > 2,01808$ with a significant level of $0.026 < 0.05$.
2. Partially the Organizational Culture variable has a positive and significant effect on the Employee Performance of Air Salek District Office, Banyuasin Regency, South Sumatra. This can be seen based on table 4:12 which shows that t-count is greater than t-table, namely $2.335 > 2,01808$ with a significant level of $0.024 < 0.05$.
3. Simultaneously, the variables of Communication Ability and Organizational Culture affect the Employee Performance of Air Salek District Office, Banyuasin Regency, South Sumatra. This can be seen based on table 4.13 showing F-count $> F$ -table, namely $19.480 > 3.21$ with a significant level of $0.000 < 0.05$.
4. Based on table 4.11, it is known that the results of multiple regression analysis are obtained, namely the coefficient for the variable communication ability is 0.658 and for the organizational culture variable is 0.753 with a constant of 6.234. So that the regression equation model obtained is as follows: $Y = 6.234 + 0.658 X_1 + 0.753 X_2 + e$.
5. Based on table 4.15, it can be seen that the correlation coefficient (R) is 0.694 with the coefficient interval value of 0.60 -0.799 (strong correlation). From the two independent variables, it is found that there is a strong and positive correlation to the dependent variable.
6. Judging from the coefficient of determination (R^2) in table 4.16, the R square value of 0.481 explains that the independent variable, namely Communication Ability (X_1) and Organizational Culture (X_2), affects the dependent variable, namely Employee Performance (Y) with a contribution of 0.481 or 48.1 %. While the remaining 51.9% is influenced by other variables not examined in this study.

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