The Influence Of Interpersonal Communication, Organizational Culture And Rewards On Employee Work Performance

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Article Info	ABSTRACT
	Human resources are one of the most important assets for the company to ensure the achievement of company goals. This study aims to determine the effect of interpersonal communication, organizational culture and rewards on the performance of PT JKL employees located in the Delta Silicon Cikarang Industrial Estate. This research uses a quantitative approach. The sampling method used is nonprobability sampling, namely by using a measurement scale, namely a Likert scale. The population in this study was 169 with the number of samples in this study were 119 respondents. Where the number of male respondents was 74 people and 45 women. The data analysis technique used in this study used SPSS. The results of this study prove that all hypothesized relationships are supported. The results of the study prove that there is a positive and significant influence between interpersonal communication variables on work performance variables, interpersonal communication variables on employee work performance variables 1), there is a significant influence between organizational culture variables on employee work performance 2), there is a significant influence between reward variables on employee work performance significant influence between reward variables on employee work performance. Simultaneous test results 3), there is a significant positive influence between interpersonal communication variables, organizational culture and rewards on employee work performance. organizational culture and reward on employee work performance.
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INTRODUCTION

Human Resources is one of the most important assets for the company to ensure the achievement of company goals. When someone will enter the work environment, the employee will automatically be bound and bind himself to the existing agreement, the agreement is in the form of oral and written, so that employees are required to comply with the agreement that has been agreed upon, so that a high work motivation arises which affects the improvement of employee performance. One of the factors that support improving employee performance is internal communication, organizational culture and rewards. Communication is a basic human activity, with human communication can be interconnected with each other.

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Communication is important for humans and certainly cannot be avoided, as well as in the company. To meet the needs of employees, companies that have management functions must be able to create a harmonious working atmosphere between companies and employees. In order to achieve good internal communication, it cannot be separated from a very influential thing to determine attitudes and behavior as a guide in acting, namely norms. The norm in question is an organizational culture where individuals have values, beliefs, assumptions, expectations, and so on. Basically, a person at work will feel safe and have high loyalty to the company if he gets job satisfaction in accordance with what he wants. Job satisfaction is a reflection of how workers feel about their jobs. This can be seen in the positive attitude of workers towards the work at hand and their environment. Conversely, employees who are not satisfied will have a negative attitude towards work and the form varies from one employee to another. The dissatisfaction of employees should be detected by the company.

As a real step, the company will reward employees who have shown good work performance. Reward can be something tangible or intangible that the organization gives to employees either intentionally or unintentionally in exchange for employee potential or contribution for good work, and for employees who apply positive values as a certain need satisfaction.

From the data we obtained for the highest number of employees in 2022 with a total of 187 employees and the lowest in 2023 with 169 employees. Many factors influence the decline in the number of employees, including the reduction of employees due to the decline in employee work results which have an impact on the decline in company income. From the data we obtained from PT JKL that employees are classified as permanent and there is no significant increase, namely in 2022 to 2023, which is 12 people, only about 7.1% of the total number of employees, this is relatively low.

PT JKL has quite a lot of employees who work according to their respective fields or divisions. These employees always communicate either vertically or horizontally. This communication includes internal communication carried out by employees within the company. The phenomena that occur in employees of PT JKL are: Employees are on time when entering work, there is high work discipline, increasing security in the PT area and so on. However, there are also some employees who violate the rules in carrying out work, for example not being on time when entering the office, not completing the tasks given by their superiors, there are employees who go home not on time and so on.

The above phenomenon can affect the improvement of employee work so that it can harm the company. If this continues to happen, it can result in customer distrust of the company. Of course a leader must be able to restore and know what causes reduced employee performance.

Employee Work Performance

The definition of performance according to Robbin's opinion (2016: 260) that performance is a result achieved by employees / employees in their work according to certain criteria that apply to a job. According to Robbins (2016: 260) performance indicators are

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tools to measure how far employee performance has been achieved. Here are some indicators to measure employee performance: (1) Work Quality; (2) Quantity; (3) Timeliness; (4) Effectiveness; (5) Independence.

Supported by Hastuti's research,. Et all (2019) with the title The Effect of Communication and Organizational Culture on Employee Performance at PT Putra Jaya Raharja Solo. Journal of Research and Scientific Studies Vol.17 No.3 July 2019 The data analysis technique used in this study uses multiple linear regression, t test, F test and coefficient of determination. The results of data analysis in this study can be concluded that communication and organizational culture have a significant effect on the performance of employees of PT Putra Jaya Raharja Solo.

Interpersonal Communication

According to Robbins (2007), Interpersonal Relationships are: "The interaction between a person with other people in work situations and in organizations as a motivation to work productively, so as to achieve economic, psychological and social satisfaction to work together productively, so as to achieve economic, psychological and social satisfaction."

Based on the aspects that have been put forward by DeVito (2011), researchers describe these aspects into interpersonal communication indicators. These indicators are as follows: a. The aspect of openness, the indicator is being open and responsible for thoughts and feelings b. The aspect of empathy, the indicator is feeling the feelings of others and trying to get to know the interlocutor c. The aspect of positive feelings, the indicator is a positive attitude towards oneself and a positive attitude towards the environment d. The aspect of equality, the indicator is being able to feel the feelings of others and trying to get to know the interlocutor. Aspects of equality, the indicators are being able to respect others and being able to appreciate differences.

Supported by research by Taufiq Ridi et all., (2022) with the title Effect of Interpersonal Communication, Teamwork, Transformational Leadership and Decision Making on Employee Performance at BKKBN Representative of Southeast Sulawesi Province. Journal of Management, Business and Organization (JUMBO) Vol. 6, No.1, April 2022, pp.16-30. e-ISSN 2502-4175 with the results of interpersonal communication has a positive and significant effect on employee work performance. Other research from Fatmasari,. (2022) with the title Effect Of Interpersonal Communication, Reward, And Punishment On Performance Of Employees. November 2022. SIMAK 20 (02): 213-228. DOI:10.35129/simak.v20i02.368. The results of the study concluded that (1) interpersonal communication has no significant effect on the performance of millennial employees, (2) reward has no significant effect on the performance of millennial employees, (3) punishment has a positive and significant effect on the performance of millennial employees, and (4) interpersonal communication, reward, and punishment have a positive and significant effect on the performance of millennial employees of the Niaga Madani BPRS Office.

Organizational Culture

Robbins (2002) defines organizational culture as a system of shared meaning adopted

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by members that distinguishes the organization from other organizations. According to Stephen P, Robbins there are six indicators of organizational culture, namely: a. Innovation and risk-taking The degree to which employees are encouraged to be innovative and dare to take risks on the work they do. b. Attention to detail/detail The degree to which employees are encouraged to be innovative and dare to take risks on the work they do. Attention to detail / detail How far employees are expected to be able to show accuracy, analysis and detailed / detailed attention to all matters in the organization. c. Result orientation, How far the leader focuses on the results or output produced is judged by quantity alone or also judged by the quality and efficiency of its completion. d. Individual orientation, How far the leader focuses on the results or output produced is judged by quantity alone or also judged by quality and efficiency in its completion. Individual orientation, The degree to which the decisions made by management influence the behavior of people in the organization. e. Team orientation, The degree to which leaders focus on results or outputs in the organization. Team orientation, The degree to which work is organized on a team basis rather than an individual basis. f. Aggressiveness, The degree to which employees are aggressive and compete to show their own superiority. g. Steadiness/Stability, The degree to which employees are aggressive and compete to show their superiority. Stability, The degree to which organizational decisions and actions emphasize efforts to maintain status.

Supported by research conducted by Ary Ferdian, et all (2020) with the title The Effect of Communication and Organizational Culture on the Performance of Head Office Employees of PT. TELKOMSEL Journal of Social Sciences Education, 12 (1) (2020): 143-149. The results Based on the results of hypothesis testing using the t test, it shows that the communication and organizational culture variables partially have a significant effect on employee performance. While simultaneous hypothesis testing with the F test shows that communication and organizational culture simultaneously have a significant effect on employee performance. The magnitude of the influence of communication and organizational culture on the performance of PT. Telkomsel head office employees is 66.42% and the remaining 33.58% is influenced by other variables.

Reward

The definition of reward according to Hasibuan (2007), suggests that reward is "all income in the form of money, direct or indirect goods received by employees in return or services provided by the company". can work with high motivation and achievement in achieving company goals. In other words, giving rewards aims to increase productivity and retain employees who excel in order to remain loyal to the company.

According to Siagian (2006) there are several indicators as follows: 1)The job itself, the job itself, namely the characteristics of the job, interesting tasks, opportunities to learn and opportunities to take responsibility, shows a tendency to be happy with the job. If the company is able to influence the enthusiasm and work enthusiasm of employees, it will gain a lot of benefits. 2) Wages, Wages are things that are directly related to job satisfaction, However, this satisfaction is not solely due to wages. Because wages are the basis for getting further satisfaction.3) Promotion opportunities, Promotion

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opportunities will affect job satisfaction, because it is another form of reward. Which is done by the employee.4)

Supervision, Supervision of two dimensions of supervision, namely employee centricity and participation. The same work situation shown by the supervisor will have an influence on job satisfaction. The success category of rewards can be seen from the integration of supervision.5) Coworkers, Naturally, coworker conditions will greatly affect employee morale. Employee satisfaction can be seen from the extent of cooperation between employees in carrying out their duties to achieve goals.

Supported by research conducted by Deanly M. Hukubun (2020) with the title The Effect of Reward on Employee Performance Journal of Sam Ratulangi University Manado. The results of this study indicate that the award has a positive and significant effect on a person's performance in carrying out the duties and responsibilities given by the company, or other business organizations, this study also shows that a company or business organization can rotate or run if its human resources (employees) work well.

Research Model
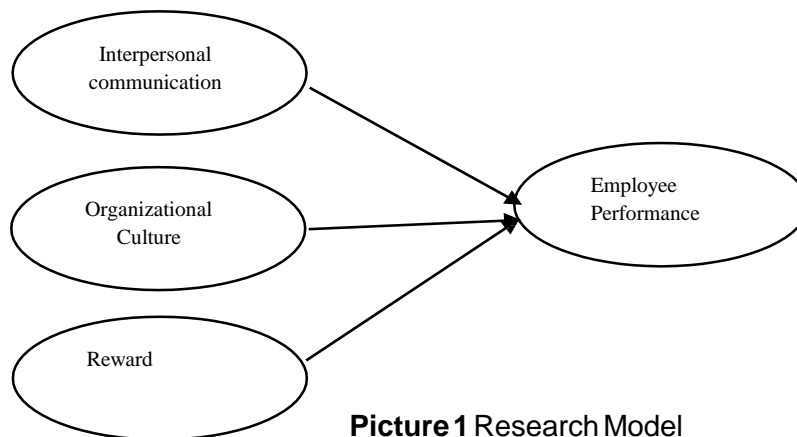
Picture 1 Research Model

METHODS

The type of research used in this study is associative. This research approach is quantitative which uses a questionnaire as a data collection tool. In this study, the data needed is primary data. The data analysis technique used is Statistic Prodest and Service Solutions 24 (SPSS. 24). This research was conducted for 6 (six) months from February to July 2022. This research was conducted at PT JKL Delta Silicon, Cikarang, Bekasi Regency. The population in this study were employees at PT JKL Cikarang Center, totaling 169 employees. Sampling with random sampling in this study amounted to 119 employees. Primary data acquisition was carried out through distributing questionnaires to get an overview of interpersonal communication, organizational culture, reward and employee work performance on PT JKL employees located in the Delta Silicon area, Bekasi Regency.

In this study, the data to be collected is the perception of the respondent, therefore the simplest measurement uses a questionnaire or questionnaire technique that will be submitted to each respondent, functioning as an instrument or measuring instrument that will be delivered directly. The measuring scale used in this study adopts a Likert scale with an

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interval of 5 levels. The technique used to process data is statistical analysis techniques through the SPSS program.

RESULTS AND DISCUSSION

Results

Validity Test

From the table above, it can be concluded that the rcount of the indicators of internal communication variables, organizational culture, rewards and employee performance is greater than the rtable (0.180). Thus, all items in the variable indicators of internal communication, organizational culture, rewards and employee performance are valid.

Reliability Test Results

Table 1 Reliability Test Results

Variabel	Cronbach's Alpha	N of Items	Condition	Remark
Internal Communication (X1)	0,792	6	0,50	Reliabel
Organizational Culture (X2)	0,870	7	0,50	Reliabel
Reward(X3)	0,686	5	0,50	Reliabel
Kinerja Karyawan(Y)	0,754	6	0,50	Reliabel

Sumber: Data yang diolah, 2022

Based on the results of the table above, it can be seen that all variables have a Cronbach Alpha value of more than 0.5, so the statement items are declared reliable. This means that all questionnaire items are used in research because the Cronbach Alpha value is more than 0.5.

Data Normality Test Results

Table 2 Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardi zed Residual
N			119
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		1.81358693
Most Extreme Differences	Absolute		.114
	Positive		.114
	Negative		-.065
Test Statistic			.114
Asymp. Sig. (2-tailed)			.001[c]
Monte Carlo Sig. (2- tailed)	Sig.		.087[d]
	99% Confidence Interval	Lower Bound	.079
		Upper Bound	.094

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Based on 10000 sampled tables with starting seed 2000000.

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Based on the results of the SPSS output above, we can see that the significant value of Kolmogorov Smirnov for all variables is 0.087 which is greater than 0.05, so it can be concluded that the regression model fulfills the assumption of normality, meaning that all samples come from the same population.

Multicollinearity Test

Table 3 Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	6.423	1.772		3.625	.000		
Communication	.254	.086	.255	2.941	.004	.536	1.867
Organizational Culture	.191	.068	.259	2.793	.006	.466	2.146
Reward	.350	.089	.334	3.919	.000	.553	1.808
Dependent Variable: Performance							

Based on the research results, the tolerance value of the independent variable is greater than 0.1 and the VIF value <10 for the independent variable. Based on the above values, it is concluded that the regression does not contain multicollinearity.

Hypothesis Testing

a.   T Test Results

Table 4 T test

Model	Unstandardized Coefficients		Standardized Coefficient s		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	6.423	1.772		3.625	.000
communication(x1)	.254	.086	.255	2.941	.004
Organizational culture (x2)	.191	.068	.259	2.793	.006
reward (x3)	.350	.089	.334	3.919	.000
a. Dependent Variable: Performance (y)					
b. F Test Results					

Table 5 F Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1Regression	451.281	3	150.427	44.572	.000^b
Residual	388.114	115	3.375		
Total	839.395	118			

Berdasarkan table diatas diketahui nilai signifikansi untuk pengaruh X1, X2, dan X3 secara simultan terhadap Y adalah sebesar 0,000 < 0,05 dan nilai f hitung 44,572 > 2,68, sehingga dapat disimpulkan bahwa H4 diterima yang berarti terdapat pengaruh X1, X2, dan X3 secara simultan terhadap Y.

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Koefisien Determinasi

Tabel 6 Koofisien Determinasi

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733ᵃ	.538	.526	1.83709

a. Predictors: (Constant), reward (x3), communication (x1), `organizational culture (x2)

Based on the data above, it is known that the R Square value is 0.538, this means that the effect of variables X1, X2 and X3 simultaneously on variable Y is 53.8%.

Discussion

1. The Effect of Internal Communication on Employee Performance.
   Based on the Sig. value for the effect of X1 on Y is 0.004 <0.05 and the value of t count 2.941> t table, so it can be concluded that H1 is accepted, which means that there is an effect of X1 on Y.
2. The Effect of Organizational Culture on Employee Performance.
   Based on the Sig value. for the effect of X2 on Y is 0.006 <0.05 and the t value is 2.793> t table, so it can be concluded that H2 is accepted, which means that there is an effect of X2 on Y.
3. The Effect of Reward on Employee Performance.
   Based on the Sig. value for the effect of X3 on Y is 0.000 <0.05 and the t value is 3.919> t table, so it can be concluded that H3 is accepted, which means that there is an effect of X3 on Y.
4. The Effect of Internal Communication, Organizational Culture and Reward on Employee Performance.

Based on the calculation of the f test, the internal communication variable, organizational culture, and reward obtained an f value of 44,572 and a significance of 0.000 less than 0.05, meaning that there is an influence between the internal communication (X1) variable, organizational culture (X2) and reward (X3) on the employee work performance variable (Y).

CONCLUSION

Based on the results of the discussion, several conclusions are obtained, namely as follows: The internal communication variable (X1) has an effect on the employee performance variable as evidenced by the t value of 2.941 and the significance of 0.004 is smaller than 0.05. This means that internal communication has a positive effect on employee performance. The organizational culture variable (X2) has an effect on the employee performance variable as evidenced by the t value of 2,793 and a significance of 0.006 less than 0.05. This means that organizational culture has a positive effect on employee performance. The reward variable (X3) has an effect on the employee performance variable as evidenced by the t value of 3,919 and a significance of 0.000 less than 0.05. This means that reward has a positive effect on employee performance. X1, X2, X3 variables have a positive effect on employee performance variables. Evidenced by the significance of 0.000 <0.05 and the calculated f value of 44.572> 2.68, so it can be concluded that the variables

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X1, X2, X3 are accepted which means that there is a simultaneous influence of X1, X2, and X3 on employee performance.

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