

# Organization Culture Congruence, Interpersonal Communication and Motivation as Predictors for Employee Performance

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## Abstract

This study aims to analyze the effect of organizational culture congruence, interpersonal communication and motivation on the performance of employees of PT Signify Commercial Indonesia. The research method used was a survey method. Research respondents were employees of PT. Signify Commercial Indonesia as many as 100 employees were selected based on convenience sampling techniques. The instrument used was a questionnaire to collect organizational culture congruence variable data, interpersonal communication, motivation and employee performance using a Likert scale of 1 to 5. Data analyzed using smart PLS resulted that organizational culture congruence had a significant effect on employee performance, interpersonal communication influential significant on employee performance, motivation does not significantly influence employee performance..

**Keywords:** organization culture congruence, interpersonal communication, motivation, employee performance.

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## I. Introduction

Consciously or not, every person must relate to the organization, both as part of the organization or not. Therefore, it is natural that the term organization is not a new thing for everyone with various forms of his name. The organization is a gathering place for a number of people who carry out joint activities to achieve goals. Each organization has its own organizational culture that is fundamental to the employee's organizational identity and perception of the organization's image (Bingöl et al., 2013). Organizational culture has been identified as the most important factor in organizational performance (Hamill, 2016; Meng, 2014). The research argument supports ideas related to organizational culture of organizational performance (Yesil, S., & Rich, 2013). The

resilience and competitiveness of an organization is determined by norms, values, beliefs, behavior, and habits, which have a strong influence on how it reacts to internal and external changes (Yildiz, 2014)

In doing so, the organization can be an effective tool for achieving goals, while also being a boomerang when the people involved are not aware of the task, the authority and the responsibilities that must be done. A good organization is an organization that has a clear purpose, an environment for development that is clear and has a prediction of the advantages and disadvantages that will occur based on the existing information data in the environment, both internal and external.

Organization as a system of behavior includes input, process and output. A group of people, facilities and infrastructure can be used as input for

the next process. The form and process can be in the form of interaction of people involved in the organization. The form of output in the form of the results of cooperation in implementing something to achieve the same goal. Operationally general objectives cannot function if they are not translated into specific objectives. In this case, the goal has as a guide the activities, sources of legitimacy, standards of implementation, sources of motivation, the rational basis of organizing. Declining company sales make the company feel very worried about the sustainability of the company's existence and the company wants to know the problems that occur. For this reason, the company wants to find out what really happened, is it only a result of global competition or is it also caused by employee performance that is still not optimal. Especially in the face of competition in the business world, companies must also take this problem seriously. There are also many other companies that sell the same product in the market. To face this competition problem, of course the company must improve its services to customers. One way is that there must be good interpersonal communication between employees and interpersonal communication between employees and customers. Motivation is a potential strength that exists within a human being, which can be developed by itself or developed by a number of outside forces which basically revolve around material rewards and non-material rewards, which can affect the performance results positively or negatively.

Problem formulation in research whether there is a significant influence of organizational culture congruence on employee performance? Is there a significant influence on interpersonal communication on employee performance? Is there a significant influence of motivation on employee performance? The research objective is to analyze the effect of organizational culture congruence on employee performance, to analyze the effect of interpersonal communication on employee performance, to analyze the effect of motivation on employee performance.

## II. LITERATURE REVIEW

(Kreitner, 2010) states culture is a basic pattern of assumptions for creating, finding, or developing groups by learning to adapt from the outside and integrating it into the organization, what will be done consistently and validly as well as a reference for new employees to correct as his acceptance, thoughts, and feelings in relation to all problems in detail and detail

According to (Wagner, 2010), organizational culture is a pattern of basic assumptions to act, determine or develop organizational members in overcoming problems by adapting them from the outside and integrating into organizations where employees can work calmly and thoroughly, and also benefit new employees as a basis for correction of their perceptions, thoughts and feelings in relation to overcoming the problem. This theory states that organizational culture can illustrate the basic functions as follows: giving identity to members of the organization through the provision of norms and values, as well as the perception of each person to be sensitive to togetherness. Is a collective commitment facility for organizational members in increasing system stability, limiting behavior by helping members to understand their surroundings. That is, organizational culture according to this theory is the main foundation for employees as members of the organization in behaving, acting and overcoming problems faced by employees in achieving organizational goals. According to (Robbins & Judge, 2017) organizational culture is a general perception formed by members of the organization, becoming a system of merging understanding, to form agreements in carrying out organizational tasks, so that innovative anticipation of risks, thorough in every problem, and aggressive in carrying out tasks organization. That is, that organizational culture is the essence used in giving attention to a matter to the most detail, must aggressive in carrying out tasks. The principle is that organizational culture can be the cornerstone of behavior for all team members and groups in achieving the organization's final goals. Organizational culture can be an

element that maintains the stability of employees in behaving in carrying out organizational functions. Opinion (Gopal K., 2011) states that organizational culture is very true to its promise to meet customer satisfaction by making changes continuously. The point is, organizational culture is crucial in continuously operating organizations in anticipating changes in consumer behavior, with the aim of every change in customer behavior, the organization must be able to provide satisfaction for customers. With the creation of customer satisfaction, the organization will be able to generate profits and will be able to cut the culture of the organization, so that the organization can operate as long as the level of profit generated can compensate the investment invested.

According to (Middlemist, 2011) there are three main elements in understanding motivation, namely (1) strong desire, (2) behavior and (3) achievement towards the goal. Therefore motivation can be said as wants, needs and interests that encourage, activate and direct individuals to behave in an effort to achieve goals

(McClelland, 2010) says that there are three basic types of motivational needs, namely the need for power (need for power), the need for affiliation (need for affiliation) and the need for achievement (need for achievement).

(Fouss, 2011) suggests the definition of motivation as a direct response to a decrease in a need. (Maslow, 2010) suggested that motivational studies partly are studies of human goals, desires and needs. In a motif there are generally two main elements, namely; 1. an element of encouragement or need, or also called an internal power process and 2) an element of purpose, which contains elements of learning or habituation as the influence of external factors. Motivation is the energy in a person which is characterized by "feeling" and preceded by a response to the goal. Furthermore it was stated that this motivation contains three important elements, namely: (a) Motivation initiates energy changes in each individual because it

involves changes in human energy, the appearance will involve physical activity; (b) Motivation is characterized by one's feelings, or affections. In this case motivation has a relationship with. the psyche, affection and emotions that can determine human behavior; (c) Motivation will be stimulated because of goals. Motivation is a response from the goal According to (Schiffman and Kanuk, 2015) communication that occurs at one personal level between two or more people is called interpersonal communication. This definition explains that the difference in communication with interpersonal communication is the determination of individuals who communicate, between two or more individuals.

According to (Schermerhorn, 2017) said that performance is something that can be interpreted as the quantity and quality of individuals, groups or organizations. Thus employee performance can be measured through the quality of work produced and the amount of work completed. According to (Mangkunegara, 2013) performance (work performance) is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to employee.

Figure 1 Conceptual Framework



Source: Processed Concepts (2020)

**Organizational Culture Congruence to Employee Performance**

Research by (Carmeli, 2005) The findings of this study indicate that organizational culture provides challenging work, reduces employee absence, and withdrawal intentions from work, work, and organization. The results also show that another dimension of culturethe organization does not correlate significantly with the dependent variable, with the exception of the relationship between the culture of innovation and the intention to withdraw employees from work.

Research according to (Setiawan& Lestari, 2016) organizational culture has no positive and significant effect on performance, organizational culture has a positive and significant effect on organizational commitment, organizational communication is not significant on performance, organizational communication is not significant on organizational commitment, motivation has a positive but not significant effect on performance, motivation has a positive effect on organizational commitment, the work environment does not have a positive and significant effect on employee performance, the work environment does not have a positive and significant effect on organizational commitment. Research according to (Ukhriyawati CF, &Pratiwi, 2018) produces organizational culture has a significant influence on employee performance, communication has no significant influence on employee performance, work motivation influence to employee performance, organizational culture, communication, and work motivation has significant influence on employee performance.

### **Interpersonal Communication to Employee Performance**

Research by (Aziz &Suryadi, 2017) organizational culture and interpersonal communication have a positive effect on employee performance. Therefore, employee performance can be improved by strengthening organizational culture and making effective interpersonal communication.

Research by (Musirin et al., 2019) interpersonal communication and work culture have a joint influence on the dependent variable, namely employee performance with positive and significant relationship strengths at very strong levels

### **Motivation to Employee Performance**

Research according to (Setiawan& Lestari, 2016) organizational culture has no positive and significant effect on performance, organizational culture has a positive and significant effect on organizational commitment, organizational communication is not significant on performance, organizational communication is not significant on organizational commitment, motivation has a positive but not significant effect on performance, motivation has a positive effect on organizational commitment, work environment does not have a positive and significant effect on employee performance, the environment

Research by (Mindari, 2015) motivation has a positive and significant effect on employee performance, Organizational Culture does not significantly influence employee performance.

Employees are motivated when managers differentiate their goals and desires and how employees can achieve it. Thoughts to achieve goals guide individuals to make a difference at work. Partners who are triggered by an achievement tend to outperform in their work duties. Motivation can vary between collaboration about work and responsibilities. Human behavior determines that work motivation may not differ significantly between generations (Strizhova, E. & Gusev, 2013).

### **III. RESEARC METHODS**

The study was conducted at PT. Signify Commercial Indonesia with respondents of all employees of PT Signify Commercial Indonesia. This study used quantitative The results of data processing in table 1 produce a valid instrument

measurement. The calculation results show that the AVE value of 0.501 to 0.684 Likewise for the value of factor loading or outer loadings namely 0.608 to 0.893 The calculation results show that the composite reliability value is between 0.857 to 0.945 and has met the minimum requirements of 0.7 (Latan & Noonan, 2017)

Table 1. Evaluation Measurement Model

| Construct and Item  | Outer Loading |
|---|---------------|
| Employee Performance/EP (AVE=0.510, CR=0.903)             |               |
| EP1   | 0.750         |
| EP2   | 0.717         |
| EP3   | 0.701         |
| EP4   | 0.649         |
| EP5   | 0.695         |
| EP6   | 0.804         |
| EP7   | 0.709         |
| EP8   | 0.678         |
| EP9   | 0.713         |
| Interpersonal Communication/IC (CR=0.858, AVE=0.504)      |               |
| IC1   | 0.683         |
| IC2   | 0.608         |
| IC3   | 0.626         |
| IC4   | 0.816         |
| IC5   | 0.792         |
| IC6   | 0.708         |
| Motivation/MO (CR=0.857, AVE=0.501)                       |               |
| MO1   | 0.622         |
| MO2   | 0.728         |
| MO3   | 0.695         |
| MO4   | 0.753         |
| MO5   | 0.690         |
| MO6   | 0.753         |
| Organizational Culture Congruence/OCC (CR=0.94 AVE=0.684) |               |
| OCC1  | 0.844         |
| OCC2  | 0.871         |
| OCC3  | 0.882         |
| OCC4  | 0.893         |
| OCC5  | 0.721         |
| OCC6  | 0.755         |
| OCC7  | 0.834         |
| OCC8  | 0.802         |

Note :AVE= Average variance of extracted, CR = composite reliability, \*significant (one-tailed test, p<0.05)

Source : Processed PLS Data Results (2020)

Then table 2 reveals that the discriminant validity test has been fulfilled ie the root value of AVE is greater than the correlation value between variables.

Table 2. Fornel-Larcker Criteria

|     | IC | EP | MO | OCC |
|-----|----|----|----|-----|
| IC  |    |    |    |     |
| EP  |    |    |    |     |
| MO  |    |    |    |     |
| OCC |    |    |    |     |

|   |       |       |       |       |
|---|-------|-------|-------|-------|
| Interpersonal communication (IC)        | 0.710 |       |       |       |
| Employee performance (EP)               | 0.695 | 0.714 |       |       |
| Motivation (MO)                         | 0.661 | 0.503 | 0.708 |       |
| Organizational Culture Congruence (OCC) | 0.526 | 0.347 | 0.670 | 0.827 |

Source : Processed PLS Data Results (2020)

In the structural model stage, calculate R<sup>2</sup> and collinearity test and hypothesis test. The greater the value of R<sup>2</sup>, the better the prediction of exogenous constructs on endogenous constructs. In this case it is explained that the decision-making construct has an R<sup>2</sup> of 49% and the remaining 51% is explained by other constructs that are not included in the research model.

The next test is the collinearity test which is to find out whether the research model has a collinearity tendency. The limit of VIF value to know whether there is a tendency of collinearity is a maximum of 5.0. If the VIF value is more than 5.0 then there is a tendency for collinearity (Hair, Joseph F., Black, W.C, Babin, B.J & Anderson, R, 2014). Table 3 shows that the VIF value in the model is below 5.0. it can be concluded that there is no collinearity in the model.

Table 3. Collinearity Valuation

| As a Predictor of Employee Performance |       |
|--|-------|
| Construct                              | VIF   |
| Interpersonal Communication            | 1.817 |
| Motivation                             | 2.386 |
| Organizational Culture Congruence      | 1.858 |

Source : Processed PLS Data Results (2020)

PLS does not assume that the data is normally distributed, so resampling techniques using the Bootstrapping method are used. The results of bootstrapping with bootstrap samples as much as 5000 times are assumed to have normal distribution of data so that testing of parameters in the model can be done by t test. The coefficient value of the structural model is said to be significant if the value of t<sub>count</sub>>t<sub>table</sub> is 1.98 (1.98 is t<sub>table</sub> in the 95% confidence level).

Table 4. Hypothesis Testing

| Hypothesis   | t statistics | Decision                          |
|--|--------------|-----------------------------------|
| H1 : Organizational Culture has a significant effect on employee performance | 5.737        | Supported and significant         |
| H2 : Motivation has a significant effect on employee performance             | 0.787        | Not significant and not supported |
| H3 : Interpersonal communication has a significant effect on                 | 5.235        | Supported and significant         |

employee performance

Source : Processed PLS Data Results (2020)

## CONCLUSION

The results of hypothesis testing indicate that organizational culture congruence variables has a significant effect on employee performance. Interpersonal communication variables has a significant effect on employee performance, while motivation variables has not significant effect on employee performance. Limitations of this study only use convenience sampling techniques. For further research it is recommended to use random sampling techniques. The target population is only one company employee whose scope is also limited. For the next research the target population is carried out at several companies so that it can be compared whether the research model is different or the same

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