Effect of Organizational Communication and Organizational Culture on Employee Performance at PT. Asuransi Ramayana Jakarta

Rawit Sartika*, Fajar Diah Astuti, Marlina Rahmi Shinta

Lecturer, Universitas Bina Sarana Informatika
*Email : Rawit.rwk@bsi.ac.id

ABSTRACT

The author's purpose in conducting this research is to determine and analyze the influence of Organizational Communication and Organizational Culture on the performance of PT. PT. Asuransi Ramayana Jakarta. This study uses the HRM theory related to employee performance, Organizational Communication, and Organizational Culture. The research uses quantitative methods with an associative approach. The sample used in this study was 55 people using a saturated sample. Data collection techniques used are interviews and questionnaires consisting of validity and reliability tests. The data analysis technique used is the Multiple Linear Regression Test, and the Classical Assumption Test consisting of normality, multicollinearity, and heteroscedasticity tests. The hypothesis consists of a t-test, f -test, and the coefficient of determination. The results of this study indicate that the variable Organizational Communication (XI) has a positive and significant effect on the performance of employees of PT. Asuransi Ramayana, Tbk Jakarta, as evidenced by the results of the t-test with t-count of 5,431 while t-table of 2,005 and having a significant number of 0.000 <0.05 Ho is rejected. The results of testing the Organizational Culture variable (X2), shows that Organizational Culture has a positive and significant effect on the performance of PT. Asuransi Ramayana, Tbk Jakarta, as evidenced by the results of the t-test with t-count of 3,473 while t=table of 2,005 and having a significant number of 0.001 <0.05 Ho is rejected, where F-count 92.868 > 3.18 F-table. Furthermore, the value of R Square in the regression model is 0.781, or 87.1% of employee performance is explained by the variables of Organizational Communication (XI) and Organizational Culture (X2) and 12.9% is explained by other factors not examined.

Keywords: Organizational Communication, Organizational Culture, Employee Performance

1. INTRODUCTION

Communication is essential in our life. We all interact with each other using communication. Communication can be done in a simple way to a complex way, but now the development of technology has changed the way we communicate drastically. Communication is not limited to mere spoken words, but in any form of interaction, a smile, a nod of the head that justifies the heart, body attitude, expressions of interest, attention that is supported by the receipt of the same understanding, attitude and feeling. Acceptance of common understanding is key in communication. The importance of communication for human life must be studied and developed to improve the ability to communicate with others so that they can communicate effectively to achieve goals. The use of communication continues to develop along with the development of communication technology. Through the development of communication technology will make it easier to achieve goals, both individual goals and corporate and community goals.

Through good communication an organization can run smoothly and successfully, and vice versa. Lack or absence of organizational communication can lead to traffic jams and chaos in a company. Communication is very important in human life.

Not only communication is used as a means of channeling messages, ideas, ideas or thoughts, but communication is used as a tool to influence others or as an interaction tool to equalize perceptions and to achieve various goals of individuals, groups of companies and society. Human resources are one of the important factors for every organization or company. Without human resources, the goals and objectives of the organization will not be achieved as planned. Therefore, the role of human resources is very important in organizations and companies. The role of human resources for every organization is expected to improve employee performance. For this reason, human resources need to have reliable skills or abilities and skills so that they can directly improve employee performance.

In addition to communication that can affect performance, organizational culture in an organization can also affect employee performance. Employees must learn organizational culture by socializing with the existing organizational culture. By conducting socialization, it is hoped that employees will know all components of organizational culture, such as the values applied in the organization One of the factors that can affect the performance itself is organizational culture. An employee will feel comfortable working if the values they adhere to are by the values applied by the company. This will make it easy for employees to adapt to the company environment, so employees will be motivated and improve their performance again better.

2. LITERATURE RIVIEW

A. Organizational Communication
Communication is a relationship of human contact, both individuals and groups in everyday life. Communication is a part of human life itself where someone tries to give the understanding by transferring messages. Etymologically or according to the origin of the word, communication comes from the Latin "Communicare" which means to inform or apply everywhere.2 Meanwhile, in terms of terminology or terms, according to Barelson and Steiner (1964) stated that "Communication is the process of delivering information, ideas, emotions, skills, etc. through the use of symbols such as words, pictures, numbers, etc. (Roudhonah, 2007). Communication is the exchange of verbal and nonverbal messages between the sender and recipient of the message to change behavior. The sender of the message can be an individual, group, or organization, a section head, leadership, groups of people in the organization, or the organization as a whole (Muhammiad, Arni, 2015). Communication is one of the important factors in the occurrence of activities. Through communication, humans can relate to each other in everyday life, society, or wherever humans are. There is no human being who is not involved in communication. Therefore, it is necessary to know about communication and matters relating to communication, at any level, whether communication between individuals, groups, and organizations. While the term organization comes from the Latin Organizer, which means a combination of interdependent parts.

Organization according to Everet M. Rogers in his book Communication in Organization, defines an organization as an established system of those who work together to achieve common goals through ranks and division of tasks, while according to Robert Bonnington in the book Modern Business: A Systems Approach, defines the organization as a means by which management coordinates material resources and human resources through a formal structural pattern of tasks and authority (Khomsahrial Romli, 2011)

The organization is rational coordination of activities of several people to achieve some common goals through the division of work and functions through hierarchies and responsibilities. Schein also said that the organization has certain characteristics, namely having a structure, purpose, interrelated one part with other parts, and depends on human communication to coordinate activities within the organization. The dependent nature of one part with another indicates that the organization that Schein is referring to is a system (Muhammiad, Arni, 2015). While organizational communication according to communication experts are: Redding and Sanborn say that organizational communication is the sending and receiving of information in complex organizations (Muhammiad, Arni, 2015). According to Katz and Kahn said that organizational communication is the flow of information, the exchange of information, and the transfer of meaning within an organization (Muhammiad, Arni, 2015) Greenbaun said that the field of organizational communication includes the flow of formal and informal communication within the organization (Khomsahrial Romli, 2011).

B. Organizational culture
Organizational culture is concerned with how employees perceive the characteristics of an organization's culture, not with whether they like that culture or not. That is, culture is a descriptive term. Organizational culture is a shared perception shared by all members of the organization. In addition to influencing organizational communication, organizational culture also has a close relationship with employee performance. Organizational culture is known as organizational culture, then it is often also known as culture or culture. Discussing culture, obviously can not be separated from the understanding of the organization. Organization comes from the Greek term, namely "organon" and in other terms organum which means a tool, part of a member or body.(A Frimayasa, Hi Lawu, 2019).

According to (Rivai, Mulyadi, 2012) states that organizational culture is a framework that guides daily behavior and makes decisions for employees, and directs their actions to achieve organizational goals. Organizational culture is a pattern of organizational beliefs and values that are understood, inspired, and practiced by the organization so that the pattern gives its own meaning and becomes the basis for the rules of behavior in the organization. Therefore, organizational culture is used as a controller and direction in shaping human attitudes and behavior in the organization. Organizational culture is expected to have a positive influence on the personal members of the organization as well as on the organization in terms of achieving the vision and mission and goals of the organization.

According to (Sedarmayanti, 2017) defines organizational culture is a belief, attitude, and value that is generally owned, which arises in the organization, put forward more simply, culture is the way we do things here. According to Tosi, Rizzo, Carroll (Munandar, 2014) , organizational culture is ways of thinking, feeling, and reacting based on certain patterns that exist within the organization or those in organizational parts.

C. Employee performance

A company needs humans as the main supporting resource to achieve the goals that have been set. Quality human resources will contribute to advancing the company as a forum for increasing work productivity. The strategic position to increase company productivity is employees, namely individuals who work in a company. Performance or performance is a description of the level of achievement of implementationa program of activities or policies in realizing the goals, objectives, vision, and mission of the organizationas outlined through the strategic planning of an organization (A Frimayasa. Kurniawan, 2018). Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Within the organizational framework, performance is the result of an evaluation of the work being done compared to predetermined criteria. Individual performance or staff performance needs attention because individual performance will contribute to group performance and ultimately organizational performance.

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Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy (Priansa, 2016).

3. METHODOLOGY

The research method used in this research is the descriptive quantitative research method, namely by finding information about existing symptoms, clearly defined goals to be achieved, planning the approach, collecting data as material for making research reports. This research was conducted to measure the performance of existing employees at employees of PT. Ramayana Insurance, Tbk Jakarta. This research was conducted for 6 months, starting from January - June 2021. In this study, 55 questionnaires were distributed which were employees of PT. Ramayana Insurance, Tbk Jakarta.

4. RESULT AND DISCUSSION

A. Validity Test

According to (Sugiyono, 2011) a Validity Test is the accuracy between the data collected and the data that occurs on the object under study. To find the value of validity in an item correlate the score of the item with the total of those items. The validity test was carried out by 50 respondents, its function was to find out whether each question in the questionnaire could represent the answers given by the respondents. The results of the questionnaire can be said to be valid if the correlation coefficient has a significant value of <0.05. If the results of the variable indicators have been declared valid, they can be used as instruments in research. Here are the results of the validity test:

Table 1. Organizational Communication Validity Test Results

Variable	Indicator	Person Corelation	Sig	description
Organizational Communication (X1)	X1.1	0,505	0,000	Valid
	X1.2	0,450	0,001	Valid
	X1.3	0,689	0,000	Valid
	X1.4	0,649	0,000	Valid
	X1.5	0,594	0,000	Valid
	X1.6	0,400	0,004	Valid
	X1.7	0,345	0,000	Valid

Source: data processed by SPSS 24.0

Table 2. Organizational Culture Validity Test Results

Variable	Indicator	Person Corelation	Sig	description
Organizational Communication (X2)	X2.1	0,646	0,000	Valid
	X2.2	0,4 50	0,001	Valid
	X2.3	0,721	0,000	Valid
	X2.4	0,621	0,000	Valid
	X2.5	0,5463	0,001	Valid
	X2.6	0,600	0,000	Valid
	X2.7	0,680	0,000	Valid
	X2.8	0,3727	0,000	Valid

Source: data processed by SPSS 24.0

Table 3. Employee Performance Validity Test Results

Variable	Indicator	Person Corelation	Sig	description
Employee Performance (Y)	Y1	0,601	0,000	Valid
	Y2	0,42	0,001	Valid
	Y3	0,607	0,000	Valid
	Y4	0,562	0,000	Valid
	Y5	0,493	0,000	Valid
	Y6	0,474	0,001	Valid
	Y7	0,622	0,000	Valid
	Y8	0,544	0,000	Valid
	Y9	0,713	0,000	Valid
	Y10	0,635	0,000	Valid

Source: data processed by SPSS 24.0

B. Reliability Test

Reliability test Reliable research results, if there are similarities in data at different times (Sugiyono 2011). The reliability Test serves to measure the questionnaire of each variable indicator. To measure the reliability can use statistical tests. Questionnaires can be said to be reliable if the answers from respondents to questions are consistent or fixed from time to time. The results of the reliability test can be measured using the SPSS program as follows:

Table 4. Research Instrument Reliability Test Results

Variable	Cronbach Alpha	Conclusion
Organizational Communication	0,707	Reliabel
Organizational culture	0,755	Reliabel
Employee performance	0,746	Reliabel

Source: data processed by SPSS 24.0

From the results of the table above, it can be concluded that the level of a = 0.05 variable Organizational Communication (X1), Organizational Culture (X2), Employee Performance (X3) can be declared reliable if the alpha value > r table.

C. Classical Assumption Test

The classical assumption test simply aims to identify whether the regression model is good or not. There are several classical assumption tests including normality, multicollinearity, and heteroscedasticity tests with the following results:

D. Normality Test

The normality test of the data was carried out to see whether in the regression model, the dependent and independent variables had a normal distribution or not. If the data spread around the diagonal line and follows the direction of the diagonal line, the regression model meets the classical assumptions.
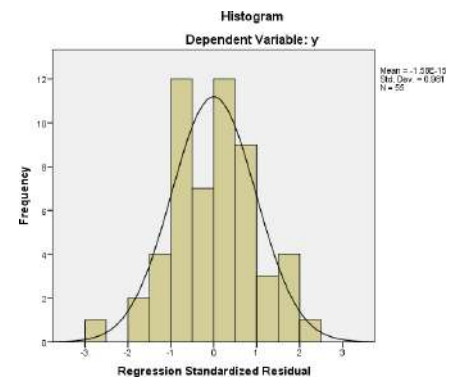

Figure 1. Histogram Normality Test
Source: data processed by SPSS 24.0

Based on the results of the normality test in the figure above, it shows that in the histogram graph above, the distribution of the data follows a bell-shaped curve that is not skewed to the right and the left, it can be concluded that the data is normally distributed. Similarly, using the P-P plot graph in this graph, it can be seen that the points spread around the diagonal line and the distribution is somewhat close to the diagonal line or the spread is in the direction of the diagonal line so that it can be concluded that the regression model in this study is normally distributed.
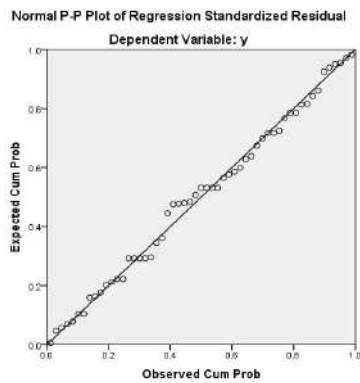
Figure 2. P-Plot Normality Test
Source: data processed by SPSS 24.0

That the normality test of the regression model in this study has met the assumptions previously stated so that the data in the regression model of this study tend to be normal.

E. Multicollinearity Test

Multicollinearity testing was conducted to see whether the regression model found a correlation between the independent variables. A good regression model should not have multicollinearity. To detect the presence or absence of multicollinearity, it can be seen through the value of the variance inflation factor (VIP) and the tolerance value. The value to indicate the presence or absence of multicollinearity is if the tolerance is 0.10 or equal to the VIP value 10 then the value is multicollinearity between independent variables. The following are the results of the multicollinearity test.

Table 5.

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	x1	.381	2.609
	x2	.381	2.609

Multicollinearity Test
Source: data processed by SPSS 24.0

Based on the table above, it can be seen that the independent variables, namely work motivation and work discipline, have a tolerance value of 0.381 0.10 and a VIP value of 2.609, this means that the regression used for the two independent variables does not have multicollinearity.

F. Heteroscedasticity Test

Heteroscedasticity is used to test whether, in the regression model, there is an inequality of variance from the residuals in another observation. If the residual variance from another observation remains, it is called homoscedasticity, and if the variance is different it is called heteroscedasticity.

A good model is that there is no heteroscedasticity. The basis for decision making is if certain patterns such as existing points form a certain regular pattern, then heteroscedasticity occurs. If there is a clear pattern and the points spread below and above the number 0 on the Y axis, then heteroscedasticity occurs.
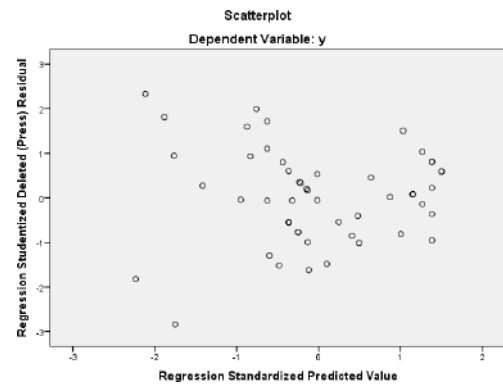

Figure 3. Heteroscedasticity Graph
Source: data processed by SPSS 24.0

The picture above shows the points randomly do not form a clear or regular pattern, are scattered both above and below the number 0 on the Y-axis. Thus "heteroscedasticity does not occur" in the regression model.

G. Multiple Linear Regression Test

After all the classical assumptions have been tested, the multiple linear equation models can be used to analyze the significant level of influence of the factors that affect employee performance described through Organizational Communication and Organizational Culture on employees of PT Asuransi Ramayana, Tbk Jakarta.

$$Y = a + b_1x_1 + b_2x_2 + \text{€}$$

The following is the formula for multiple regression
Information:
Y = Employee performance
a = Constant
b1 and b2 = Regression coefficient of each variable
 X1 = Organizational Communication
X2 = Organizational Culture
€ = Error of term

Table 6. Multiple Regression Coefficient

Coefficients						
Model	**Unstandardized Coefficients**		**Standardized Coefficients**		**t**	**Sig.**
	B	Std. Error	Beta			
1 (Constant)	7.666	2.190			3.501	.000
x1	.425	.077	.569		5.431	.000
x2	.377	.108	.364		3.473	.001
a. Dependent Variable: y						

Source: data processed by SPSS 24.0

From the table above, it can be seen the following values:
Constant (a) = 7.666
Organizational Communication (X1) = 0.425
Organizational Culture (X2) = 0.377
From the table above, the multiple regression equation can be arranged as follows:

$$Y = 7,666 + 0,425 \, X_1 + 0,377 \, X_2$$

Based on the table above, it can be concluded that the multiple linear regression equation is as follows: Y = 7,666 +0,425 X1 + 0,377 X2. In interpreting the results of the multiple linear regression equation for each of the values stated above, in this case, it can be explained that the constant (α) value is 7.666, with the understanding that if there is no added value to Organizational Communication and Organizational Culture, the employee performance value is equal to constant value 7,666. On the other hand, there is an addition to the communication and organizational culture will increase.

H. Hypothesis Testing

Partial Significance Test (t-test)The t statistic test is used to test whether the independent variable (X) individually has a relationship with the variable (Y), the basis for decision making for the t table value is.

Table 7. Partial Significance Test (t-test)

Coefficients						
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x1	.425	.077		.569	5.431	.000
x2	.377	.108		.364	3.473	.001
a. Dependent Variable: y						

Source: data processed by SPSS 24.0

For criteria, the t-test was carried out at a constant level (α) = 5% in two directions, with a value of n = 55 – 2 = 53 is 2.005. Based on the table above, it can be concluded that the hypotension test of each independent variable on the dependent variable is as follows:

1. The Effect of Organizational Communication on Employee Performance
The t-test is used to determine whether individual Employee Communication has a significant relationship or not to employee performance from IBM SPSS statistical data processing version 24.0 so the t-test results can be obtained as follows:
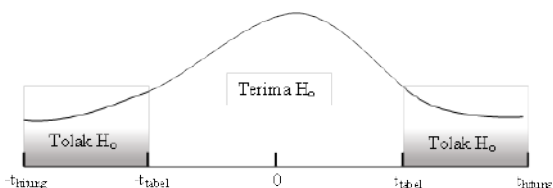a. T-count = 5.431
b. T-table = 2.005

From the decision-making criteria:
Ho is accepted if -2.005 t-count 2.005
Ha is accepted if t-count 2.005 and t-count -2.005
For criteria, the t-test was carried out at a constant level (α) = 5% in two directions, with a value of n = 55 – 2 = 53 is 2.005. Based on the table above, it can be concluded that the hypotension test of each independent variable on the dependent variable is as follows:

Based on the individual test results, the influence of Organizational Communication and Organizational Culture on Employee Performance obtained a t-count value of 5.431 > t-table 2.005 and has a significant number of 0.000 <0.05. Based on the decision-making criteria, it can be concluded that Ha is accepted (Ho is rejected), this shows that there is a significant positive effect between Organizational Communication on Employee Performance at PT. Ramayana Insurance, Tbk Jakarta.

Hypothesis Testing Results (t-test)

2. The Effect of Work Discipline on Employee Performance
The t-test is used to determine whether individual work discipline has a significant relationship or not to employee performance from IBM SPSS statistical data processing version 24.0 so the t-test results can be obtained as follows:
a. T-count = 3.473
b. T-table = 2.005

From the decision-making criteria:
Ho is accepted if -2.005 t-count 2.005
Ha is accepted if t-count 2.005 and t-count -2.005

Based on the results of individual testing of the Influence of Organizational Culture on employee performance, the t-count value is 3.473 > t-table 2.005 and has a significant number of 0.01 <0.05. Based on the decision-making criteria, it can be concluded that ha is accepted (Ho is rejected), this shows that

there is a significant positive effect between Organizational Culture on Employee Performance at PT. Ramayana Insurance, Tbk Jakarta.
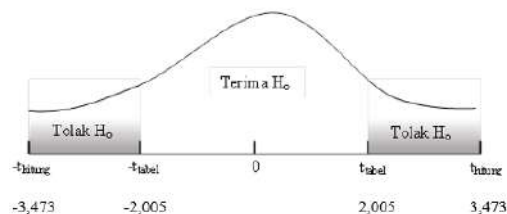
Hypothesis Testing Results (t-test)

Based on the results of the study, it can be concluded that job satisfaction and perceptions of organizational support in the Ministry of Industry of the Republic of Indonesia are classified as good, this is supported by research results which show that partially or simultaneously job satisfaction and perceptions of organizational support have a positive and significant effect on employee work ethic. The first suggestion is the need to conduct research in more diverse organizations, one form of research that needs to be done next is to make comparisons to government institutions, private sector, state-owned enterprises, or in non-profit organizations such as NGOs. Other variables that might be interesting to examine include: compensation, organizational climate, organizational culture, work motivation, leadership style, personality, psychological contract so that it can reveal many discourses with a wider perspective. Further researchers can also use different data analysis techniques and increase the number of samples used so that they can enrich the research results.

a. Simultaneous Test (F Test)
The F statistic test (simultaneous) was conducted to determine whether the independent variables (independent) together had a significant effect or not on the dependent variable (dependent). The condition is that if the probability is sig < 0.05 then Ho is accepted.

Where

$$Fn = \frac{\frac{R^2}{k}}{\frac{(1-R^2)}{(n-k-1)}}$$

Fn = Significant Level

R2 = Multiple correlation coefficient
K = number of independent variables
N = Number of sample members

Table 8. Simultaneous Test (f-Test)

ANOVAa					
Model	**Sum Of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	566.293	2	283.145	92.867	.000b
Residual	158.544	52	3.046		
Total	724.836	54			
a. Dependent Variable: y					
b. Predictors: (Constant), x2, x1					

Source: data processed by SPSS 24.0

From the results of processing using IBM SPSS Statistics Version 24.0, the following results can be obtained:
1. F count = 92.867
2. F table = 3.18

Test criteria:
Reject Ho if F-count < 3.18 or F-count > -3.18
Accept Ha if F-count > 3.18 or F-count < 3.18

Based on the results of the F-count test in the table above, the calculated F value is 92.867 while the F table value based on dk = n-k-1 = 52 with a significant level of 5% is 3.18. So F-count 92.867 > F table 3.18 then seen with the results of a significant probability value of 0.000 <0.05 then Ha is accepted and (Ho is rejected). From the results of the SPSS calculation above, it shows that there is a simultaneous significant effect of work motivation and work discipline on the performance of PT. Ramayana Insurance, Tbk Jakarta.

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I. Determinant Coefficient (D)

The coefficient of determination is used to measure the close relationship between the dependent variable and the independent variable. The greater the value of the correlation coefficient, the closer the relationship and vice versa. The following is the determination table:

Table 9. Determinant Coefficient

Model Summaryb					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.884a	.780	.773	1.74611	1.929
a. Predictors: (Constant), x2, x1					
b. Dependent Variable: y					

Source: data processed by SPSS 24.0

This figure identifies that employee performance (dependent variable) as well as explained by Organizational Communication and Organizational Culture (independent variable) is 87.0%, while the remaining 13.0% is explained by factors not examined in this study.

$$D = R2 \times 100\%$$
$$= 0{,}781 \times 100\%$$
$$= 87{,}1\%$$

This figure identifies that employee performance (dependent variable) as well as explained by Organizational Communication and Organizational Culture (independent variable) is 87.0%, while the remaining 13.0% is explained by other factors not examined.

5. CONCLUSION

From the analysis that has been discussed previously, the following conclusions can be drawn. Partially Organizational Communication (X1) has a positive effect on Employee Performance (Y). this is evidenced from the results of the t-test with t-count of 5.431 while t-table = 2.005 and has a significant number of 0.000 <0.05 Ho is rejected. This shows that partially Organizational Communication has a positive and significant effect on Employee Performance at PT. Ramayana Insurance, Tbk Jakarta. Organizational Culture (X2) has a positive and significant effect on Employee Performance (Y). this is evidenced by the results of the t-test t=count of 3.473 while t-table = 2.005 and has a significant number of 0.001 <0.05 Ho is rejected. This shows that partially Oranisai Culture has a positive and significant effect on Employee Performance at PT. Ramayana Insurance, Tbk Jakarta. Simultaneously obtained a value of 92.868> 3.18 with sig 0.000 <0.05 indicating Ho is rejected and Ha is accepted. This shows simultaneously that there is a positive and significant influence jointly between Organizational Communication (X1) and Organizational Culture (X2) on Employee Performance (Y).

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