



**The Effect of O Organizational Culture, Work Discipline, and Communication Competency,
on Employee Performance in the Regional Financial Management Agency of Tambrau Regency,
West Papua Province**

Didymus Wabia¹, David PE Saerang², Rita N. Taroreh²

*¹Postgraduate Student of Management Program, Faculty of Economics and Business, Sam Ratulangi
University Manado, Indonesia*

*²Department of Management Program, Faculty of Economics and Business, Sam Ratulangi
University Manado, Indonesia*

ABSTRACT

Test the validity of the research instrument, the results obtained that all instrument items are valid. This is evidenced by the probability value (sig) for each question item is less than 0.05. Thus, all questionnaire items can be continued for reliability testing. The reliability test of all instrument items has a Cronbach Alpha value above 0.6. This means that all items are reliable. Thus the whole question (questionnaire) can be used for research. The results of the multicollinearity test for all variables do not have a tolerance value less than 0.10 and none have a VIF value greater than 10. Thus, the regression model in this equation is free from multicollinearity. Normality test shows the points are around the diagonal line. It is interpreted that the regression model has normally distributed data. The heteroscedasticity test showed no symptoms of heteroscedasticity because the dots spread randomly and did not show a certain pattern. The results of the analysis, the Organizational Culture variable (X1) has a tcount value of 0.59` with a probability of 0.558.

ARTICLE INFO

Article history:

Received 10 May 2021
Received in revised form
12 Jun 2021
Accepted 25 Jun 2021

Keywords Organizational
Culture, Work Discipline,
Communication Competence,
Performance

Because the probability value (sig) $t > 5\%$ ($0.558 > 0.05$) then partially the Organizational Culture variable (X1) has no significant effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus, the hypothesis which states that there is a positive and significant effect of the Organizational Culture variable (X1) on the Employee Performance variable (Y) is rejected. Based on the results of the analysis, the Work Discipline Variable (X2) has a tcount value of 2.818 with a probability of 0.008. Because the probability value (sig) $t < 5\%$ ($0.008 < 0.05$), partially the Work Discipline variable (X2) has a significant positive effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus the hypothesis which states that there is a positive and significant influence on the Work Discipline variable (X2) on the Employee Performance variable (Y) is accepted. Based on the results of the analysis, the Communication Competency Variable (X3) has a tcount of 2,649. with a probability of 0.012. Because the probability value (sig) $t < 5\%$ ($0.012 < 0.05$) then partially the Communication Competence variable (X3) has a significant effect on the Employee Performance variable (Y) if the other independent variables remain in value.

PRELIMINARY

Performance is a very important and interesting part because it has proven to be very important in its benefits, an institution wants employees to work really according to their abilities to achieve good work results, without good performance from all employees, then success in achieving goals will be achieved. difficult to achieve. Performance basically includes mental attitude and behavior that always has the view that the work carried out today must be of higher quality than the implementation of past work, for the future it will be of higher quality than today An employee will feel he has pride and satisfaction with the achievements of what he has achieved based on the performance he has given to the organization. Good performance is a desirable state in the world of work. An employee will get good work performance if his performance is in accordance with standards, both quality and quantity. Human resources are the main assets for organizations that are active planners and actors in various activities within the organization. Human resources have thoughts, feelings, desires, status and educational backgrounds whose mindsets can be brought into an organizational environment. Human resources are not like money, machines, and materials that are positive and can be fully regulated to support the achievement of organizational goals. So the success of an organization is supported by compensation and career development opportunities provided to members of the organization. The achievement of organizational goals also depends not only on technology, but it is more dependent on humans who carry out their work. The ability to provide good work results to meet the needs of the organization as a whole is a contribution to employee performance. According to Mangkunegara (2017) employee performance is the result of performance in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Sedarmayanti (2017), performance or performance is a person's achievement or achievement with regard to all tasks assigned to him. Based on the above understanding, it can be seen that employee performance is a real behavior shown by employees as a result of work produced by employees in accordance with their role in the organization. Therefore, organizations can find out the development of their organization by looking at the results of employee performance appraisals. Based on this understanding, the assessment of employee performance is one of the strategic things that can be done by organizations to improve overall organizational performance. As a bureaucratic organization located in a Regency that is starting to experience development, namely Tambrau Regency, the Regional Financial Management Agency (BPKD) at this time is the main priority is operational improvement. As a logical consequence of these improvements, human resources are needed who are able to understand mechanisms, system methods and standard work standards in carrying out their main tasks and functions (TUPOKSI). Based on the

observations of researchers, Many obstacles are faced in an effort to create effective employee performance. Among the obstacles faced is the low motivation in carrying out their duties. Other indicators identified are:

1. Employees who arrive late for work.
2. The number of employees who often leave the place during working hours for activities outside the office.
3. The level of discipline decreases, especially after the lunch break, there are still many employees who are not yet in place to return to work.
4. Making monthly work reports that are not on time.
5. Fluctuations in employee attendance rates.

The level of achievement of the Main Performance Indicators (KPI) in targets one and two reflects the success of the Regional Financial Management Agency of Tandrauw Regency which achieved the target of 75.55% in the successful category, although there are still indicators that are considered lacking, namely: increasing regional fiscal capacity. This achievement or performance of course also illustrates how the organizational commitment of all existing employees in achieving the targets set by the organization. On the other hand, the problem that stands out is that it is not easy to change the culture in an organization that is bureaucratic, rigid and tends to be closed, to a culture that is open-minded, entrepreneurial, and independent, like a business entity. Until now, there are still employees, especially at lower levels, who are so rigid and difficult to accept new values within the organization. Organizational culture is a set of assumptions that are built and shared by the organization as a capital in adapting to the external environment and an integral integration process. The set of assumptions in question are philosophies, values, norms, beliefs, ideas, myths, and works that are integrated to direct organizational behavior. This set of assumptions is the content of organizational culture related to what all members of the organization think, feel and do. The content of the culture is moral, namely the character of the organization that prioritizes good values that must be accepted and agreed upon to become the spirit of organizational life (Ardianto, 2010). For an organization, The culture applied in the organization is very important because the organizational culture will influence and provide guidelines for members of the organization to carry out their work. The role of organizational culture is the most decisive for organizational goals and affects individual performance which in the future affects the achievement of organizational goals (Putri, 2014). Research conducted by Mukmin and Prasetyo (2021) results that work culture has an effect on employee performance. Organizational culture that can give a positive picture to employees, of course, is a big influence on the performance of the employees themselves. A strong organizational culture, one of which is marked by the compliance of various regulations and policies by employees. Employees who comply with various organizational regulations and policies are expected to optimize themselves at work so that they can improve their performance. Another factor that affects employee work performance in carrying out their duties is work discipline. Work discipline according to Hasibuan (2017) is a person's awareness and willingness to obey organizational rules and applicable social norms. Every institution or organization must have rules that must be obeyed by every employee. Regulations are made to regulate all the rules in the organization. As well as what to do and what not to do as well as ethics in working in an organization. The phenomenon of work discipline can be seen from the employee entering until the employee is finished at work (going home) must be in accordance with the predetermined time while working in the organization. With discipline, it is ensured that performance is also in a condition that is in accordance with the wishes of the organization. An aspect that is no less important in influencing employee

performance which is competence is communication. According to Robbins and Judge (2015) with communication, organizations can maintain employee motivation by providing explanations to employees about what to do, how well they do it and what employees can do to improve their performance if they are below standard. Communication is an important part of work life. This is easy to understand because poor communication can have a broad impact on organizational life and vice versa good communication can increase mutual understanding, cooperation and also job satisfaction. Considering that those who work together in an organization in order to achieve goals are a group of human resources with various characters, open communication must be developed properly. Thus, each employee in the organization knows their respective responsibilities and authorities. Employees who have good communication competence will be able to obtain and develop the tasks they carry out, so that the level of employee performance becomes better. Communication plays an important role in supporting the smooth activities of employees in an organization.

According to Forsdale in Muhammad (2007), communication is signaling according to certain rules so that a system can be established, maintained and changed. According to him, communication is also a process, the signal is verbal and non-verbal, while Gibson in Ardana et al. (2009) argues that communication is the delivery of information and understanding using verbal and non-verbal symbols. Not much different according to Muhammad (2007) communication is the exchange of verbal and non-verbal messages between the sender and the recipient of the message to change behavior.

Communication Functions in Organizations

According to Robbins and Judge (2015) there are four communication functions within an organization:

1. Controlling the behavior of members in several ways, so that the instructions are obeyed by subordinates.
2. Motivation, fostering motivation by explaining to employees what to do, how well they are doing, and what to do to improve substandard performance.
3. Means of expressing emotions (satisfaction, frustration, etc.)
4. Provide information that facilitates decision making.

Communication Process

According to Gibson in Ardana et.al (2009) there are seven communication processes including:

- 1) Communicator/communication source, is a person who has a purpose or idea, certain information to be conveyed to the recipient.
- 2) Encoding / encoding changes a message in communication into symbolic forms.
- 3) Message, something that is communicated, is a tangible product of encoding.
- 4) The medium, channel or something through which the message passes. Within the sending organization will select the message messages and determine the channel or media used.
- 5) Decoding / code recipient, the recipient is the object targeted by the message, before the message is understood, the recipient must first translate the meaning of the symbolic form, this sharpening activity is called decoding.
- 6) The recipient, the party who receives the message, is usually influenced by the ability, attitude, knowledge and socio-cultural system.
- 7) Feedback, checks the success in conveying the message and determines whether the same

understanding between the sender and receiver has been achieved.

Organizational Communication

Katz and Kahn in Furqon (2004) say that organizational communication is the flow of information, the exchange of information and the transfer of meaning within an organization. According to Katz and Kahn, an organization is an open system that receives energy from its environment and converts this energy into products or services to the environment. Meanwhile Greebaunm in Furqon (2004) states that the field of organizational communication includes the flow of formal and informal communication within the organization. He distinguishes internal and external communication and views the role of communication primarily as the coordination of personal and organizational goals and the problem of activating activities. According to Monge and Russell in Pace and Faules (2006) organizational communication is the process of collecting, processing, store and disseminate the communications that enable the organization to function. The opinion of Pace and Faules (2006) says that organizational communication is defined as the performance and interpretation of messages between communication units that are part of a particular organization. An organization consists of communication units in hierarchical relationships between one another and function in an environment.

Communication Channels Within the Organization

Seeing from the above understanding that organizational communication is the flow of communication within the organization, then communication can be understood by looking at the source of communication channels within the organization, both formal and informal. Types of communication flows include:

a. Formal communication

Arni Muhammad in Hildayanti (2011) suggests that: Formal communication channels are information flowing through official channels determined by the official hierarchy of the organization or by job functions.

According to Pace and Faules (2006) formal communication channels consist of:

1. Downward communication

Downward communication within an organization means that information flows from positions of higher authority to those of lower authority. According to Katz and Khan in Pace & Faules (2006:185) suggest that there are five types of information that are usually communicated from superiors to subordinates:

- 1) Information on how to do a job.
- 2) Information on the rationale for doing the job.
- 3) Information on organizational policies and practices.
- 4) Information on employee performance.
- 5) Information to develop a sense of duty (sense of mission).

2) Upward communication

Upward communication within an organization means that information flows from a lower level (subordinates) to a higher level (supervisor).

Upward communication is important for several reasons:

- a) The upward flow of information provides valuable information for decision making by those who direct the organization and oversee the activities of others.
- b) Upward communication tells supervisors when their subordinates are ready to receive information from them and how well the subordinates receive what is said to them.
- c) Upward communication allows and even encourages nagging and complaints to surface so that supervisors know what is bothering those closest to the actual operation.
- d) Upward communication fosters appreciation and loyalty to the organization by providing opportunities for employees to ask questions and contribute ideas and suggestions regarding the organization's operations.
- e) Upward communication allows the supervisor to determine whether subordinates understand what is expected from the downward flow of information.
- f) Upward communication helps employees cope with their work and strengthens their engagement with their work and the organization.

3) Horizontal communication

Horizontal communication consists of sharing information among colleagues in the same work unit. Work units include individuals who are placed at the same level of authority in the organization and have the same supervisor.

Horizontal communication goals:

- 1) To coordinate work assignments.
- 2) Share information about plans and activities.
- 3) Lack of appreciation for upward communication by employees.
- 4) The feeling that supervisors and managers are unreachable and unresponsive to what employees say.

d) Cross-channel communication

Cross-channel communication is a form of organizational communication in which information is provided across functional boundaries or work unit boundaries, and between people who are not mutually subordinate or superior to each other. Both horizontal communication and cross-channel communication include relationships which are essential for effective organizational communication.

2) Informal, personal or grapevine communication

The grapevine is described as a method of passing on confidential reports from person to person that cannot be obtained through ordinary channels. Informal communications tend to contain confidential reports about people and events that do not flow through formal company channels. The information obtained through the grapevine pays more attention to "what someone says or hears" rather than what is held by the power holder. At least the source looks "secret" even though the information itself does not appear to be confidential.

Work Discipline

Definition of Work Discipline

In every organization the word discipline is always a concern because discipline involves humans in work activities that are directed at the contribution of humans or workers / employees in achieving organizational performance. Discipline emphasizes helping employees to develop appropriate attitudes

E-mail address: info@researchparks.org

Peer review under responsibility of Emil Kaburuan.

ISSN (electronic): 2620-6269/ ISSN (printed): 2615-4021 . Hosting by Research Parks All rights reserved.

towards their work and is the supervisor's way of making his role in relation to discipline. Rivai and Sagala (2009) "Work discipline is a tool used by managers to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms". Moekijat, (2011) says Discipline is a force that develops within the worker's own body which causes him to conform voluntarily to decisions, regulations, and high values of work and behavior. This definition is in accordance with the opinion of Nawawi (2015), namely "Discipline is an effort to prevent violations of mutually agreed provisions in carrying out activities so that punishment development for a person or group can be avoided. Mangkunegara (2017), states that work discipline can be interpreted as the implementation of management to strengthen organizational guidelines. A similar definition is said by Siagian (2017) discipline is a management action to encourage organizational members to meet the demands of these various provisions.

Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness here is the attitude of someone who voluntarily obeys all the rules and is aware of his duties and responsibilities. So, he will obey or do all his duties well, not under coercion. While willingness is an attitude, behavior, and actions of a person in accordance with company regulations, both written and unwritten (Hasibuan, 2003:193-194).

Based on the opinions above, it can be concluded that employee work discipline is an attitude or behavior that shows the loyalty and obedience of a person or group of people to the regulations set by the agency or organization, both written and unwritten so that the work carried out is expected to be effective and efficient. .

In general, it can be stated that the main purpose of work discipline is for the continuity of the organization or company in accordance with the motives of the organization or company concerned both today and tomorrow. Sastrohadiwiryo (2015) specifically states the objectives of employee discipline, including:

- 1) So that employees comply with all labor regulations and policies as well as applicable organizational regulations and policies, both written and unwritten, and carry out management orders properly.
- 2) Employees can carry out their work as well as possible and are able to provide maximum service to certain parties with an interest in the organization in accordance with the field of work assigned to them.
- 3) Employees can use and maintain the facilities and infrastructure, goods and services of the organization as well as possible.
- 4) Employees can act and participate in accordance with the norms that apply to the organization.
- 5) Employees are able to produce high productivity in accordance with organizational expectations, both in the short and long term.

Types of Work Discipline

Martoyo (2013) classifies the types of disciplines, among others:

1. Preventive Discipline

Preventive discipline is an activity carried out with the intention of encouraging employees to be aware of complying with various standards and rules, so that various irregularities or violations can be prevented. The main thing in this case is the growth of "self discipline" in every employee without exception.

2. Corrective Discipline

Corrective discipline is an activity taken to deal with violations that occur against the rules, and try to avoid further violations. This corrective activity is in the form of a form of punishment or disciplinary action, the form of which can be in the form of a "warning" or a "schorsing". All disciplinary targets must be positive, educational in nature and correcting mistakes so they don't happen again.

Meanwhile, according to Davis and Newstrom quoted by Martoyo (2013) states that discipline has three forms, namely:

1. Preventive Discipline

Preventive discipline is HR action to be encouraged to comply with standards or regulations. The main objective is to encourage HR to have high personal discipline, so that the leadership role is not too heavy with supervision or coercion, which can kill the initiative and creativity and participation of HR.

2. Corrective Discipline

Corrective discipline is an action taken after a standard or regulation violation occurs, the action is intended to prevent further violations. The action is usually in the form of certain punishments which are commonly referred to as disciplinary actions, including warnings, suspensions, dismissals.

3. Progressive Discipline

Progressive discipline is disciplinary action repeatedly in the form of increasingly severe penalties, with the intention that the violator can improve himself before the severe punishment is imposed.

Indicators of Work Discipline

Discipline can be assessed through certain indicators. Hasan (2002:66) formulates indicators of work discipline as follows:

- a) Carry out and complete tasks on time,
- b) Work creatively and with initiative,
- c) Work honestly, passionately and responsibly,
- d) Come and go home on time,
- e) Behave politely.

Meanwhile, according to the indicators of work discipline according to Hasibuan (2012), namely:

1. Always come and go home on time.

The accuracy of coming and going home according to the rules can be used as a measure of work discipline. Coming and going home on time, or in accordance with the rules that have been set, can indicate whether or not the level of discipline in the organization is good.

2. Do all the work well.

Doing all the work well is one indicator of discipline with good work results can show the discipline of teachers at educational institutions in carrying out the assigned tasks.

3. Comply with all applicable organizational regulations and norms.

Complying with all organizational regulations and applicable norms is one of the disciplines so that if the employee does not comply with the rules and violates the applicable norms, it shows an

undisciplined attitude.

Relationship Between Variables

Relationship between Organizational Culture and Employee Performance

Organizational culture is one of the external factors that directly affect employee performance. The behavior of these employees is influenced by the environment in which they work which is shaped through organizational culture, where the existence of culture in an organization is expected to improve employee performance. Thus, the organizational culture has a direct effect on employee performance. This is in line with research conducted by Soedjono (2013) which states that organizational culture has a significant and positive effect on job satisfaction and can be accepted. There is a relationship between corporate culture and organizational performance which can be explained in the organizational culture diagnosis model. It turns out that the better the quality of the factors contained in the organizational culture, the better the organizational performance (Djokosantoso, 2003). Employees who already understand the overall values of the organization will make these values a personality of the organization. These values and beliefs will be manifested into their daily behavior at work, so that it will become individual performance. Supported by the resources of each individual, good performance will lead to good organizational performance as well. These values and beliefs will be manifested into their daily behavior at work, so that it will become an individual performance. Supported by the resources of each individual, good performance will lead to good organizational performance as well. These values and beliefs will be manifested into their daily behavior at work, so that it will become individual performance. Supported by the resources of each individual, good performance will lead to good organizational performance as well.

The relationship between organizational culture and performance in achieving targets is very close in achieving organizational goals. The role of organizational culture is very important in improving employee performance which is tangible in productivity. The strong organizational culture is the main generator in driving real motivation and commitment. On the other hand, organizations that have a weak culture will make people work separately and individually, so that organizational goals are not achieved.

Relationship Between Discipline and Employee Performance

Discipline is something that encourages someone to act to work better and obey the applicable regulations so as to create high performance from its members so as to create mutual benefits. Work Discipline is a management action to encourage awareness and willingness of its members to comply with all predetermined rules and social norms that apply voluntarily. Sutrisno (2011).

Assessment of the performance and achievements of each unit of the company is very important to be carried out every certain period to provide a trigger for each of these units in maintaining or improving the performance and achievements to be achieved. The better the level of performance and achievements achieved by each unit will provide benefits to the company. Although currently there are sophisticated technologies that greatly impact various company activities and can improve efficiency, the performance and achievements of human resources are important factors in an organization. Human resources are very important to be given direction and guidance from human resource management in order to produce optimal performance.

Relationship of Communication Competence and Employee Performance

Zorn and Violante in Payne, (2005) found a significant relationship between cognitive communication skills on upward mobility and job level. Individuals with a more differentiated system and a person's

level of focused persuasive communication achieve higher levels of job, salary, and financial career achievement. A high level of communication skills is not only associated with organizational success for managers and supervisors, but also for employees. Scudder and Guinan in Payne, (2005) found a significant relationship between employees (system developers) the ability to maintain communication, and maintain user relationships with supervisor ratings on their performance.

FRAMEWORK

The framework of thought is a diagram that outlines the logical flow of a study. The framework proposed for this research is based on the results of the theoretical study as described previously. The framework of thought will make it easier to understand in observing the direction or path of discussion in this study, which is accompanied by a research paradigm to provide a more detailed and clear picture of the relationship between the research variables used. This framework is also prepared based on the results of theoretical studies and the results of research that has been done previously by other researchers.

There are various factors that can affect employee performance. This study is limited to three factors that may affect employee performance. These factors are Organizational Culture, Work Discipline, and Communication Competence.

RESEARCH METHODS

This research was conducted to determine the effect of organizational culture, work discipline, and communication competence on employee performance. Thus this research is an associative research. Associative research is research that aims to determine the relationship between two or more variables (Sugiyono, 2018). The research location is at the Regional Financial Management Agency of Tambrauw Regency, West Papua Province. The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2018). The population in this study were all employees of the Financial Management Agency Office of Tambrauw Regency, West Papua Province, amounting to 43 people. The entire population is the research sample. Furthermore, the data analyzed amounted to 41 people, because 2 people were not at the location when data collection was carried out. The data collection technique used in this study was using a questionnaire. Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer. (Sugiyono, 2018). The scale of the research instrument used in this study is the Likert Scale, which is a scale used to measure attitudes, opinions and perceptions of a person or group about social events or phenomena. By using a Likert Scale, the dimensions are translated into variables and then the variables are translated into indicators that can be measured. Finally, these measurable indicators can be used as a starting point for making instrument items in the form of questions or statements that need to be answered by respondents. The form of this questionnaire is semi-closed, which is partly in the form of closed questions whose answers must be chosen by respondents based on the choices provided. The scale used to measure the level of assessment involves a scale of 1 to 5 (Sugiyono, 2018), namely:

Likert scale

Scale	Score
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

E-mail address: info@researchparks.org

Peer review under responsibility of Emil Kaburuan.

ISSN (electronic): 2620-6269/ ISSN (printed): 2615-4021 . Hosting by Research Parks All rights reserved.

The research instrument test includes validity and reliability tests with data analysis techniques, classical assumption tests and multiple regression analysis. The F test basically shows whether all the independent variables included in the model have a joint effect on the dependent variable (Ghozali, 2013). The t-statistical test basically shows how far the influence of one explanatory/independent variable individually in explaining the variation of the dependent variable (Ghozali, 2013). The operational definitions of variables for this study are as follows:

1. Independent variable (X)

The independent variable is a variable that affects or is the cause of the change or the emergence of the dependent variable (Sugiyono, 2010:59). The independent variables in this study consisted of three variables, namely:

a. Organizational Culture Variable (X1)

A set of assumptions or belief systems, values, and norms developed within the organization that serve as behavioral guidelines for its members to overcome external and internal adaptation problems.

The indicators used (Robbins and Judge, 2015) are:

1. Innovation and Courage to Take Risks, namely the extent to which employees are encouraged to be innovative and dare to take risks.
2. Results Orientation, namely the extent to which management focuses more on results than on the techniques and processes used to achieve those results.
3. Team orientation, namely the extent to which the activities of employees in the organization are on teams rather than on individuals.

b. Work Discipline (X2)

A condition where employees always come and go home on time, do all the work well, comply with all organizational regulations and applicable norms.

The indicators used by Hasibuan (2012) are:

1. Always come and go home on time.

The accuracy of coming and going home according to the rules can be used as a measure of work discipline. Coming and going home on time, or in accordance with the rules that have been set, can indicate whether or not the level of discipline in the organization is good.

2. Do all the work well.

Doing all the work well is one indicator of discipline with good work results can show the discipline of teachers at educational institutions in carrying out the assigned tasks.

3. Comply with all applicable organizational regulations and norms.

Complying with all organizational regulations and applicable norms is one of the disciplines so that if the employee does not comply with the rules and violates the applicable norms, it shows an undisciplined attitude.

c. Communication Competency Variable (X3)

Ability, which is owned by employees to be used in the communication process, especially when in the workplace.

The indicators used to measure the level of communication competence of employees in the organization according to Pace and Faules in Rivai (2017) are as follows:

1. Downward communication.
2. Upward communication.
3. Horizontal communication.

2. Bound Variable (Y)

Employee Performance

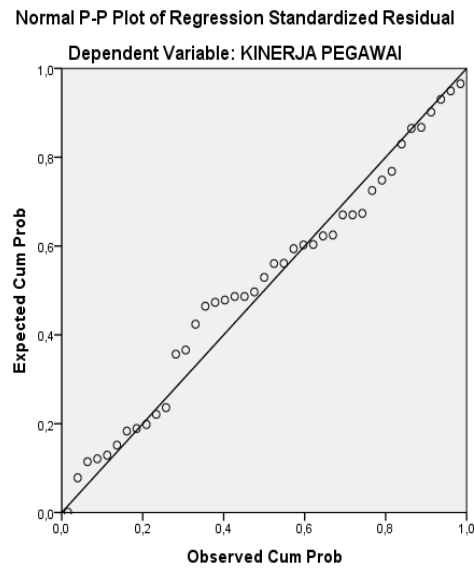
The results of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

The indicators used (Robbins and Judge, 2015) are:

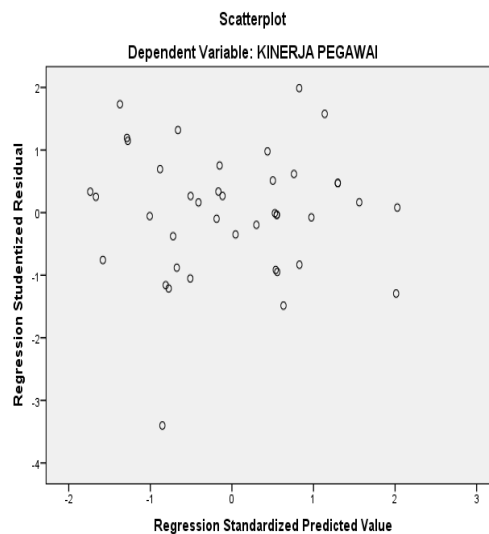
1. The quality of work is measured by the employee's perception of the quality of the work produced and the perfection of the task on the skills and abilities of employees.
2. Quantity. Represents the number produced expressed in terms such as the number of units, the number of cycles that have been generated.
3. Punctuality. Is the level of activity completed at the beginning of the stated time, from the point of view of coordinating with output results and maximizing time for other activities.
4. Effectiveness. Is the level of use of organizational resources (manpower, money, technology, raw materials) is maximized with the aim of increasing the output of each unit in the use of resources.
5. Independence. This is the level of an employee who will be able to carry out his work functions.
6. Work commitment. Is a level where employees have a commitment to work with the agency and employee responsibilities to the office.

DISCUSSION

Based on the validity test, the results of all instrument items are valid. This is evidenced by the probability value (sig) for each question item is less than 0.05. Thus, all questionnaire items can be continued for reliability testing. Likewise, the reliability test of all instrument items has a Cronbach Alpha value above 0.6. This means that all items are reliable. Thus the whole question (questionnaire) can be used for research. In the Classical assumption test, based on the results of the multicollinearity test, none of the variables has a tolerance value less than 0.10 and none has a VIF value greater than 10. Thus, the regression model in this equation is free from multicollinearity.



The image above shows the dots around the diagonal line. It is interpreted that the regression model has normally distributed data.



The test results in Figure 5.3 above show that there are no symptoms of heteroscedasticity because the dots spread randomly and do not show a certain pattern.

To determine the effect of the independent variables partially on the dependent variable, a t-test was carried out, where if the value of $t < t_{1-\alpha}$, $(n-2)$ or $p > 0.05$ then H_0 was accepted and H_a was rejected, or vice versa. Hypothesis 1: There is a positive and significant influence of the Organizational Culture variable (X1) on the Employee Performance variable (Y). Based on the results of the analysis, the Organizational Culture variable (X1) has a tcount value of 0.59` with a probability of 0.558. Because the probability value (sig) $t > 5\%$ ($0.558 > 0.05$) then partially the Organizational Culture variable (X1) has no significant effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus, the hypothesis which states that there is a positive and significant effect of the Organizational Culture variable (X1) on the Employee Performance variable (Y) is rejected. Hypothesis 2: There is a positive and significant effect of Work Discipline (X2) on the Employee Performance

variable (Y). Based on the results of the analysis, the Work Discipline Variable (X2) has a tcount value of 2.818 with a probability of 0.008. Because the probability value (sig) $t < 5\%$ ($0.008 < 0.05$), partially the Work Discipline variable (X2) has a significant positive effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus the hypothesis which states that there is a positive and significant influence on the Work Discipline variable (X2) on the Employee Performance variable (Y) is accepted. Hypothesis 3: There is a positive and significant effect of Communication Competence (X3) on the Employee Performance variable (Y). Based on the results of the analysis, the Communication Competency Variable (X3) has a tcount of 2,649. with a probability of 0.012. Because the probability value (sig) $t < 5\%$ ($0.012 < 0.05$) then partially the Communication Competence variable (X3) has a significant effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus the hypothesis which states that there is a positive and significant influence on the Communication Competency variable (X3) on the Employee Performance variable (Y) is accepted. ANOVA test produces an F number of 15,976 with a significance level (probability number) of 0.000. Because the probability number is < 0.05 , this regression model is feasible to use in predicting the dependent variable in this study, namely Employee Performance. Thus the hypothesis which states that: "there is a simultaneous (simultaneous) influence on Organizational Culture (X1) Work Discipline (X2). Communication Competence (X3) on Employee Performance (Y) is accepted. The results of the study stated that organizational culture had no significant effect on employee performance. This means that the high and low performance produced by employees is not caused by the existing organizational culture. The organizational culture in the Regional Financial Management Agency of Tambrau Regency has very little influence on the performance of its employees. This means that good or bad organizational culture does not make a significant contribution to employee performance. Employee performance is more influenced by other factors that are not discussed in this study. The results of this study are not in accordance with the research of: Mukmin and Prasetyo (2021); Setyorini et.al (2021); Mardiana and Sepdiana (2021) who found that organizational culture has a significant positive effect on employee performance, but the results are the same as research from Hamsal (2021). Organizational culture as a system of shared meanings (perceptions) held by members of the organization, which distinguishes the organization from other organizations. The stronger the organizational culture, the stronger the influence on employee performance. This illustrates that organizational culture has an influence on employee performance. According to Rivai and Mulyadi (2012), organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. While Performance is not an individual characteristic, such as talent or ability, but the manifestation of talent or ability itself. Performance is the embodiment of ability in the form of real work. Performance is the result of work achieved by employees in carrying out tasks and jobs that come from the company. The relationship between organizational culture and performance in achieving productivity is very close in achieving company goals. The role of organizational culture is very important in improving employee performance which is tangible in productivity. The strong organizational culture is the main generator in driving real motivation and commitment. On the other hand, organizations that have a weak culture will make people work separately and individually, so that organizational goals are not achieved. According to Gibson in Sutanto (2012), employees or employees are the driving force of the organization's operations, if the employee's performance is good, the organizational performance will also increase Many factors affect employee performance, one of which is organizational culture. Organizational culture is a general perception shared by all members of the organization, so that every employee who becomes a member of the organization will have values, beliefs and behavior in accordance with the organization. So if we want to improve the performance of employees, even though in this study the results are not significant, it is better if organizational culture is managed as a

management tool because it will have an effect and be a driving force for employees to behave positively, be dedicated and productive. Cultural values are not visible, but are the forces that drive behavior to produce effective performance.

CONCLUSION

Based on the results of data analysis, the following conclusions were obtained:

1. Organizational Culture has no significant effect on the Employee Performance variable. Thus the hypothesis which states that there is a positive and significant influence of the Organizational Culture variable on the Employee Performance variable is rejected.
2. Work Discipline has a significant positive effect on the Employee Performance variable. Thus the hypothesis which states that there is a positive and significant influence on the Work Discipline variable on the Employee Performance variable is accepted.
3. Communication competence has a significant effect on employee performance variables. Thus the hypothesis which states that there is a positive and significant effect of the Communication Competency variable on the Employee Performance variable is accepted.
4. Work Discipline is a variable that has a dominant influence on the Employee Performance variable.

BIBLIOGRAPHY

1. Kankaew, K., Yapanto, LM, Waramontri, R., Arief, S., Hamsir, Sastrawati, N., & Espinoza-Maguiña, MR (2021). Supply chain management and logistics presentation: Mediation effect of competitive advantage. *Uncertain Supply Chain Management*, 9(2), 255–264. <https://doi.org/10.5267/j.uscm.2021.3.007>
2. Agustiar, Amin, S., and Edwar, 2005. The Influence of Leadership Practices, Employee Development, and Perceptions on the Performance of PPNS Investigators Intellectual Property Rights Regional Offices of the Ministry of Law and Human Rights in Sumatra. *Journal of Business Strategy*. No.10.Vol. 2. pp.215-234.
3. Ardianto, Elvinaro. 2010. Organizational Communication, Organizational Culture, and Indonesian Bureaucracy. *Observation Journal*. Vol. 8, No. 2, Pages 11-32
4. Brahmasari, Ida Ayu and Suprayetno, Agus. 2008. The Influence of Work Motivation, Leadership, and Organizational Culture on Employee Job Satisfaction and Its Impact on Company Performance (Case Study at PT. Pei Hai International Wiratama Indonesia). *Journal of Management and Entrepreneurship*. Vol. 10, No. 2, Pages 124-135
5. Budi W. Soetjipto. 2002. *Human Resource Management (Selected Articles)*. Yogyakarta : Amara Books Publisher.
6. Dharma, S., 2005. *Performance Management*. Yogyakarta: Student Library Publisher.
7. Dharma, Surya 2005. *Performance Management, Theory Philosophy and Its Application*. Yogyakarta: Student Library Publisher.
8. Hamalik, O., 2000. *Human Resource Development. Integrated Approach Employment Training Management*. Jakarta: Publisher PT Bumi Aksara
9. Handoko, H., 1993. *Personnel Management and Human Resources*. Yogyakarta. Publishing Agency of the Faculty of Economics UGM.

10. Handoko, H., 1995. Management. Eds 2. Yogyakarta: Publishing Agency, Faculty of Economics, UGM.
11. Hasibuan, Malay SP. 2017. Human Resource Management. Revised Edition. Jakarta: Earth Literacy.
12. Ivancevich, JM, Konopaske, R., and Matteson, MT, (2005). Organizational Behavior and Management Volume 1. Jakarta: Erlangga Publisher.
13. Ivancevich, JM, Konopaske, R., and Matteson, MT, (2006). Organizational Behavior and Management Volume 2. Jakarta: Erlangga Publisher.
14. Koesmono, H. Friends. 2013. The Influence of Motivation, Organizational Culture, Transformational Leadership, Transactional on Job Satisfaction and Organizational Commitment of Petra Christian High School Teachers. Journal of Partners in Economics and Business Management. Vol. 4, No. 1, Pages 56-68
15. Kusuma, Aditya. 2007. Effect of Work Environment on Employee Performance at BKD Lahat Regency. Administration Journal. Vol. 4, No. 4, Pages 325-339
16. Lako, Andreas. 2004. Leadership and Organizational Performance: Issues, Theories, and Solutions. Yogyakarta: Amara Books
17. Luthans, F., 2006. Organizational Behavior, Ten Edition. Yogyakarta : Andi Offset Publisher.
18. Purbana, Nursya'bani (2000). Future Organizational Leadership Effectiveness Concepts and Strategies. Journal of Business Strategy. JSB Special Edition On Human Resources, p. 115-129.
19. Putri, AA Mega Rosa Arini. 2014. The Influence of Leadership Style, Organizational Culture, and Financial Compensation on Employee Job Satisfaction at PT. International Garment World in Denpasar. Udayana University Management Journal. Vol. 3, No. 1, Pages 183-204
20. Rivai, Veithzal and Sagala, E. Jauvani. 2009. Human Resource Management for Companies from Theory to Practice. Jakarta: Publisher Rajawali Press.
21. Sawitri, Peni. 2011. Interaction of Organizational Culture with Management Control System on the Performance of Manufacturing and Service Industry Business Units. Journal of Management and Entrepreneurship. Vol. 13, No. 2, Pages 151-161
22. Simamora, Henry, (2004). Human Resource Management. 3rd Edition. Yogyakarta: Publishing Section of the YKPN College of Economics.
23. Simanjuntak, Payaman J. 2011. Management and Performance Evaluation. Jakarta: Publishing Institution of the Faculty of Economics, UI
24. Sophia, (2008). Organizational Behavior. Yogyakarta : Andi Offset Publisher
25. Tangkilisan, Hessel NS, (2009). Regional Autonomy Policy and Management. Yogyakarta: Lukman Offset Publisher.
26. Tjiptoheriyanto, Priyono. 2008. Human Resource Development. Jakarta: LIPI Press
27. Tupamahu, S. and Soetjipto, BW, 2005. Measurement of Return on Training Investment (ROTI). businessman. O. 12 Yr. XXXIV.
28. Yukl, Gary. 1998. Leadership in Organizations Indonesian Edition. Jakarta: Prentice Hall Publisher.

29. Kankaew, K., Yapanto, LM, Waramontri, R., Arief, S., Hamsir, Sastrawati, N., & Espinoza-Maguiña, MR (2021). Supply chain management and logistics presentation: Mediation effect of competitive advantage. *Uncertain Supply Chain Management*, 9(2), 255–264. <https://doi.org/10.5267/j.uscm.2021.3.007>
30. Yapanto, LM, Tanipu, F., Paramata, AR, & Actors, E. (2020). THE EFFECTIVENESS OF FISHERY COOPERATIVE INSTITUTIONS. 17(25), 1329–1338.
31. Lasut, RF, Mandey, SL, Jan, AH, Ratulangi, US, & Ratulangi, US (2021). Analysis of the Effect of Service Quality and Premium Amount on Collectability Levels and Participant Satisfaction as Intervening Variables at BPJS Kesehatan Manado Branch. 633–646.
32. Musa, FNH, Tumbel, A., & Wullur, M. (2021). Discipline Analysis Of Work, Motivation And Loyalty Towards Employee Performance (Case Study At Gorontalo State University). 449–462.
33. Lasut, RF, Mandey, SL, Jan, AH, Ratulangi, US, & Ratulangi, US (2021). Analysis of the Effect of Service Quality and Premium Amount on Collectability Levels and Participant Satisfaction as Intervening Variables at BPJS Kesehatan Manado Branch. 633–646.
34. Koesmono, Friend. 2005. The Effect of Organizational Culture on Motivation and Job Satisfaction and Employee Performance in the Sub-Sector of the Medium-Scale Wood Processing Industry in East Java. *Journal of Management & Entrepreneurship*. Vol. 7, No. 2. Pages 171-188