Effect of Communication, Work Environment and Organizational Culture on Employee Performance at PT Lautan Belawan Jaya

Yeni Ariesa & Leni*

Program Studi Manajemen, Fakultas ekonomi, Universitas Prima Indonesia
Email: lenitanceyin@gmail.com

Abstract

A system can run and operate properly and well if there is a regulation that really involves human resources. At PT Lautan Belawan Jaya this decline in employee performance can be seen from the failure to achieve sales targets and sales realization. Communication is one of the problems that occur in the company. Communication that involves employees with superiors, or fellow employees. In a company communication must be smooth but in this company the communication is not smooth because it is not verbal and there are several other factors. So that communication hinders the performance of employees. The work environment is also a problem in this company because there are many problems that employees feel uncomfortable at work such as noise and others. If the work environment is not comfortable, employees will also feel disturbed or uncomfortable so that performance is less. The organizational culture in this company is also slowly disappearing. Employees in this company do not follow the culture that has existed for a long time and are not role models in carrying out their daily work. Organizational culture that is not good so that employee performance is not good or decreases The purpose of this research is to know the influence of communication, work environment and organizational culture at PT Lautan Belawan Jaya. This research was conducted using primary data by distributing questionnaires to the company PT Lautan Belawan Jaya.

Keywords: Communication, Work Environment, Organizational Culture and Performance.

1. INTRODUCTION

PT Lautan Belawan Jaya was founded in 2013 and this company is the largest company in Belawan. The company PT Lautan Belawan Jaya is one of the companies in Belawan whose company is engaged in the rental of boats with good boat rentals and there are no complaints from the tenants. The Lautan Belawan Jaya Company has many employees so they must meet the rental target in order to advance the company and its employees. However, there are several problems in the human resources department such as performance, communication, work environment and organizational culture. Performance is a set of measures of how well a job can be done when compared to a predetermined assessment standard. Assessment of regular performance is carried out periodically with the aim of knowing how the development of employees is and also as a basis for consideration for making various policies related to human resource management in a company.

In simple terms, communication is defined as a process when people try to convey information and get feedback from the target. Information or messages are recorded in communication media with certain languages, and then conveyed to other parties. Thus the success of communication is determined by what media is used in communication. But often there are also problems or communication barriers to the parties involved in communication, so that communication becomes ineffective. While the work environment is the conditions and conditions that exist around the workers and also affect the workers themselves in completing the assigned tasks. The work environment is less harmonious, this means that employees feel less cared for. A good work environment is very supportive of activities for employees, a harmonious work environment between leaders and subordinates as well as between subordinates there is active interaction in supporting the completion of work in a conducive atmosphere, thus increasing employee morale to be more active.

Organizational culture is the values, norms, beliefs, attitudes and assumptions that are a form of how each individual in the organization acts and behaves in carrying out their daily tasks and work. Organizational culture can also affect employee performance at the company. Culture is a habit that is formed in everyday life. If the organization has a loose organizational culture towards the implementation of work, the work results of employees at the company will be less than optimal, which means that employee performance will be classified as low. If employees have a culture or habit of carrying out work only if they have to, the time for completing work will also be longer, which means that employee performance will also be low. Based on the background of the problems that occur in the company, the researchers conducted a study entitled "Effect of Communication, Work Environment and Organizational Culture on Employee Performance at PT Lautan Belawan Jaya".

2. LITERATURE REVIEW

Communication

According to Marwansyah (2016: 321), "communication is a process used to get meaning or understanding through the transfer of symbolic messages." According to Supomo (2018:158), "communication is the process of information provided by the first party to another party, so that the other party knows and understands the core content of the information." According to Hamali (2018: 224), "work communication is a process of delivering ideas and information in the form of orders from a leader to employees or subordinates to carry out work tasks as well as possible."

Work Environment

According to Sunyoto (2012: 43), "The work environment is a state and condition that exists around the workers and can affect the workers themselves in completing the assigned tasks." According to Steve (2012:37), "The work environment is everything related to employees at work. Everything in the workplace is a work environment." According to Sedarmayanti (2015: 27), "A working environment condition that will be considered good or appropriate if employees in the company can carry out activities optimally, healthy, safe and comfortable."

Organizational Culture

According to Torang (2014: 107), "organizational culture is the basic philosophy of the organization which consists of the dimensions of belief (belief), norms (norms), values (values), and systems (systems) which are seen as core characteristics and become the basis of individuals or groups. to be active in the organization." According to Sedarmayanti (2015: 75), "Organizational culture is a belief, attitude and value that is generally held that arises in the organization, stated more simply."

According to Fahmi (2016: 50), "organizational culture is a habit that has been around for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers.

Performance

According to Wibowo (2016: 7), "performance is about doing work and the results achieved from that work. Performance is about what is done and how to do it." According to Fahmi (2017:176), "performance is the result obtained by an organization, whether the organization is profit-oriented and non-profit-oriented, which is generated over a period of time."

Framework Thinking and Hypotheses
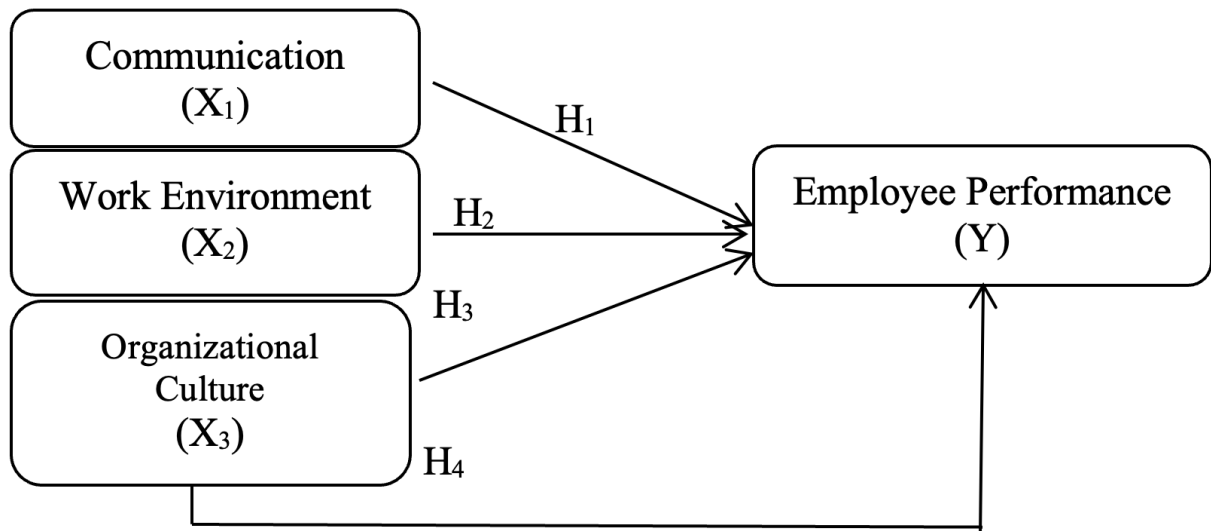
Figure 1. Framework

Source: Study Literature (authors, 2020)

The hypothesis can be interpreted as a temporary answer to the problem posed, and the answer will still be empirically tested for truth. The hypotheses in this study are:
H1: Communication has a significant effect on employee performance.
H2: The work environment has a significant effect on employee performance.
H3: Organizational culture has a significant effect on employee performance.
H4: Communication, work environment and organizational culture have a significant effect on employee performance.

3. RESEARCH METHODOLOGY

The research at PT Lautan Belawan Jaya was conducted at Jalan Veteran No 178 Belawan, Medan City, North Sumatra. The time of the research began in August 2021 and is planned to be completed in February 2021. The approach in this research is a quantitative research method. According to Sugiyono (2017:14), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative / statistics with the aim of testing the hypothesis that has been set.

In this study, researchers used descriptive and quantitative research methods. According to Sugiyono (2012:29), "descriptive statistics are statistics that function to describe or provide an overview of the object under study through sample or population data as it is, without analyzing and making applicable conclusions". Meanwhile, according to Sugiyono (2012:23), quantitative statistics are "data in the form of numbers or quantitative data that are scored (scoring)". The nature of the research used is descriptive explanatory. according to Zulganef (2013:11), "explanatory research is research that aims to examine causality between variables that explain a certain phenomenon. According to Sugiyono (2015: 117), "population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions are drawn." Researchers took the population in this study as many as 135 employees.

According to Sugiyono (2017:124), "The way to determine the number of research samples is to use slovin:

$$n = N/((1+ 〖Ne〗^2))$$

Information:
n = sample size
N = population size
e = percentage of inaccuracy leeway due to sampling error that can be tolerated 5%,

$$n= 135 / ((1+135(0,05)^2)=100.93$$

The results of the above calculation, the research sample is 100 people from a population of 135 randomly, 100 people as a sample while as many as 35 employees who will test the validity and reliability are taken outside the sample so that the total respondents are 100 people. In this study, data collection related to the problems studied by researchers was carried out by:

- Interview
- Questionnaire
- Documentation Study

According to Algifari (2015: 9), "many ways are used to collect data, for example researchers directly come to the object to be studied, through a questionnaire (questionnaire), or from reports published by an agency. If the data is obtained directly from the object to be studied, either directly coming to the object, or through a questionnaire (questionnaire), then the data is called primary data. While data obtained from publications/reports of an institution, then the data is called secondary data.

Referring to the research objectives and hypotheses, the research model used is multiple linear regression analysis. According to Siregar (2014: 405), "multiple regression is a development of simple linear regression, which is both a tool that can be used to predict future demand, based on past data or to determine the effect of one or more independent variables (independent variables) to one dependent variable". Multiple linear regression equation model as follows:

$$Y = a + b_1X_1+b_2X_2-b_3X_3+e$$

Information:
Y = Employee Performance
X1 = Competence
X2 = Communication
X3 = Job Stress
a = Constants
b1,2,3 = Regression Coefficient
e = Standard Error (5%)

Coefficient of Determination

According to Aligrafi (2015:200), "the coefficient of determination can be used as a guide to determine the extent to which the independent variable can explain the variation of the dependent variable". The magnitude of the coefficient of determination is the square of the correlation coefficient. The basic weakness of using the coefficient of determination is that it is dependent on the number of independent variables included in the model. For every additional independent variable, the coefficient of determination will definitely increase no matter whether the variable has a significant effect on the dependent variable. Therefore, many researchers recommend using the adjusted R2 value when evaluating which regression model is the best. Unlike R2, the value of adjusted R2 can increase or decrease if one independent variable is added to the model.

Simultaneous Hypothesis Testing (F-Test)

According to Sunyoto (2012: 137), the F test is used to determine the effect of the independent variables on the dependent variable together. In this study, Fcount will be compared with Ftable at a significance level of (a) = 5%. The research criteria for the hypothesis in this F test are.
- H0 is accepted if Fcount Ftable for a significant level = 5%.
- Ha is accepted if Fcount > Ftable for a significant level = 5%.

Partial Hypothesis Testing (t-Test)

According to Sunyoto (2012: 135-136), the t test is used to determine whether there is a significant (significant) relationship or influence between the independent variables partially on the dependent variable. In this study, the value of tcount will be compared with the value of ttable, with the decision-making criteria are.
- H0 is accepted if -ttable tcount ttable (with a significant level = 5%).
- Ha is accepted if tcount < - ttable or tcount > ttable (with significant level = 5%)

4. RESULT AND DISCUSSION

Descriptive Statistics

The following are descriptive statistics of the respondents' minimum, maximum and average answers, namely:

Table 1. Descriptive Statistics

|	N	Minimum	Maximum	Mean	Std. Deviation
Communication	100	12	40	25.77	6.213
Environment	100	11	40	29.23	5.683
Culture	100	9	30	19.42	5.795
Performance	100	11	40	22.15	6.314
Valid N (listwise)	100				

Source: Research Results, 2021 (Data Processed)

Table 1 seen that the statistics of communication variables there are 100 respondents there is an average of 25.,77, a minimum of 12 and a maximum of 40 and a standard deviation of 6.213. It can be seen that the statistics of the work environment variable contained 100 respondents, there was an average of 29.23, a minimum of 11 and a maximum of 9 and a standard deviation of 5.795. The statistics of organizational culture variables contained 100 respondents with an average of 19.42, a

minimum of 9 and a maximum of 30 and a standard deviation of 5.795. The statistics of the performance variable are 100 respondents, there is an average of 22.15, a minimum of 11 and a maximum of 40 and a standard deviation of 6.314.

Normality Test

To be able to see normality data, it is necessary to use histogram graphs and normal probability plots. Below are the results of the normality test using a histogram graph and a normal probability plot.
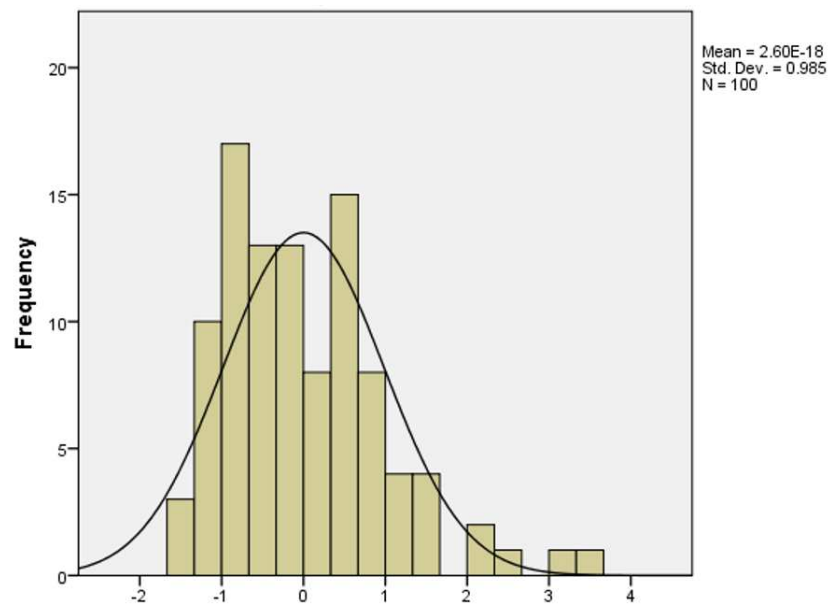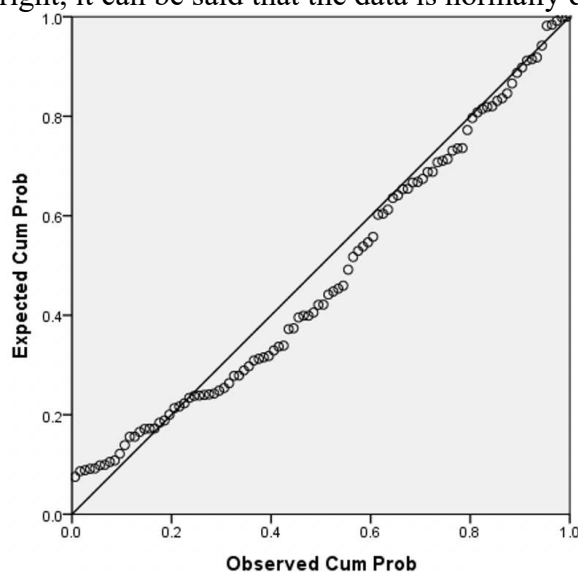

Figure 2. Histogram Graph

Source: Research Results, 2020 (Data Processed)

Probability Plot

Figure shows that real data forms a curved line that tends to be symmetrical (U) does not deviate to the left or to the right, it can be said that the data is normally distributed.

Figure 3. PP-Plots Graph Normality Test Results

Source: Data Processing Results, 2020

P-P Plot Normality Graph in Figure III.2. above, it can be seen that the data spreads around the diagonal line, the distribution is mostly close to the diagonal line. This means that the data is normally distributed.

Table 2. Kolmogorov Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	5.49623195
Most Extreme Differences	Absolute	.093
	Positive	.093
	Negative	-.073
Kolmogorov-Smirnov Z		.935
Asymp. Sig. (2-tailed)		.347
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Processed primary data, 2020

In table 2. showed a significant value of $0.347 > 0.05$. Thus, the results of the Kolmogorov Smirnov test showed that the data were normally distributed.

Multicollinearity Test

The following are the results of the multicollinearity test, namely:

Table 3. Multicollinearity Test

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Communication	.893	1.120
	Environment	.966	1.036
	Culture	.864	1.157
a. Dependent Variable: Performance			

Source: Processed primary data, 2020

Table 3 shows that the tolerance value for the three independent variables, namely the VIF value of communication is 1.120, the VIF value of the work environment is 1.036 and the VIF value of organizational culture is 1.157. All VIF values < 10, the conclusion is that there is no multicollinearity.

Heteroscedasticity Test

The purpose of using the heteroscedasticity test is to test the difference in residual variance from one observation period to another observation period.
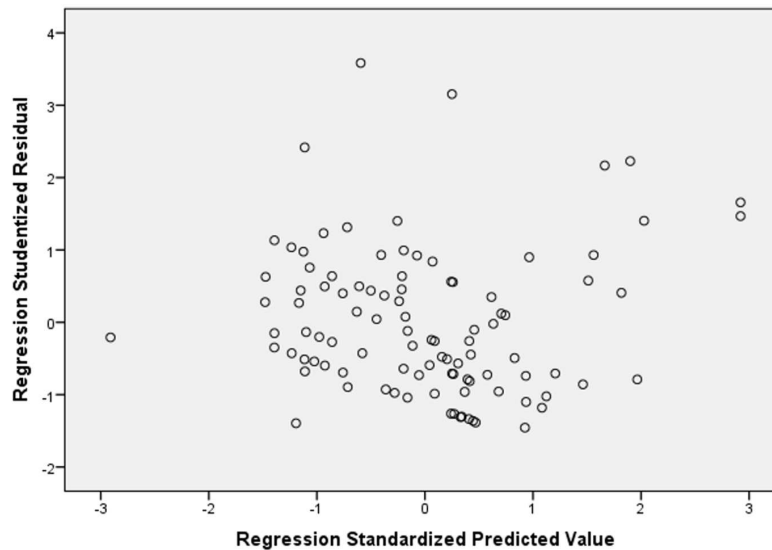
Figure 4. Heteroscedasticity Test

Source: Processed primary data, 2020

Figure 4 Judging from the point in the image above, it spreads unclearly from above or below zero on the Y axis, does not converge, it is concluded that there is no heteroscedasticity. Independent significant value with residual > 0.05 does not occur heteroscedasticity.

Table 4. Gletjser Test

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.205	2.868		.071	.943
Communication	.123	.055	.232	2.234	.028
Environment	.053	.058	.091	.909	.365
Culture	.028	.060	.048	.459	.647

a. Dependent Variable: ABSUT

Source: Processed primary data, 2020

Table 4 above shows the significant value of communication is 0.028 > 0.05, work environment is 0.365 > 0.05, organizational culture is 0.647 > 0.05. The conclusion is that there is no heteroscedasticity.

Multiple Linear Regression

Hypothesis testing using multiple linear regression analysis. The models are:

Table 5. Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.660	4.977		2.142	.035
	Communication	.260	.096	.256	2.725	.008
	Environment	.308	.100	.277	3.069	.003
	Culture	.218	.104	.200	2.091	.039

Coefficients^a

a. Dependent Variable: Performance

Source: Processed primary data, 2020

$$Y = 10.660 + 0.260X1 + 0.308X2 - 0.218X3 + e$$

The meaning of the multiple linear regression equation above is it is known that the constant value is 10.660. This value can be interpreted if communication, competence, work stress has no effect on the dependent variable of performance, then the value of the dependent variable of performance is 10,660. It is known that the communication regression coefficient is 0.260. It means that competence increases by 1 unit, performance increases by 0.260. It is known that the regression coefficient value of the work environment is 0.308. It means that training increases by 1 unit, performance increases by 0.308. It is known that the organizational culture regression coefficient value is 0.218. It means that work stress increases by 1 unit, performance decreases by 0.218.

Hypothesis Determination Coefficient

The purpose of the coefficient of determination is to find out how much the model's ability to explain the dependent variable is. The coefficient of determination is seen in the Adjusted R Square number.

Table 6. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.492^a	.242	.219	5.581

Source: Processed primary data, 2020

Table 6 it is known that the coefficient of determination (Adjusted R-Square) is 0.219. This value can be interpreted that the variables of communication, work environment and organizational culture are able to influence performance by 21.9%, the remaining 100% - 21.9% = 78.1% is explained by other variables or factors.

Simultaneous Hypothesis Testing (Test F)

F test to show whether all the independent variables included in the model have a joint effect on the dependent variable.

Table 7. Simultaneous Test (F Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	956.102	3	318.701	10.230	.000^b
	Residual	2990.648	96	31.153		
	Total	3946.750	99			

Source: Processed primary data, 2020

Table 7 it is known that the calculated F value is 10.230 and the value of Sig. is 0.000. It is known that the calculated F value is 10.230 > F table 2.695 and the Sig value is 0.000 < 0.05, so competence, training and work stress simultaneously or simultaneously have a significant effect on performance.

Partial Hypothesis Testing (t Test)

The t test is used to determine whether there is a significant (significant) relationship or influence between the independent variables partially on the dependent variable.

Table 8. Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.660	4.977		2.142	.035
	Communication	.260	.096	.256	2.725	.008
	Environment	.308	.100	.277	3.069	.003
	Culture	.218	.104	.200	2.091	.039

a. Dependent Variable: Performance

Source: Processed primary data, 2020

The ttable value for the probability of 0.05 at degrees of freedom (df) = 100-4=96 is 1.983. Thus the results of the t test can be explained as follows, it is known that the Sig value of the communication variable is 0.008 < 0.05 and t count |2.725| > t table |1,983|, then competence has a positive and significant effect on performance. It is known that the Sig value of the work environment variable is 0.003 < 0.05 and t count |3,069| > t table |1,983|, then training has a positive and significant effect on performance. It is known that the Sig value of the organizational culture variable is 0.039 < 0.05 and t count |2.091| > t table |1,983|, then work stress has a negative and significant effect on performance.

Discussion

The Effect of Communication on Employee Performance
The research carried out can be proven by the influence of communication on performance. The communication variable has a tcount of |2,725| and the value of ttable |1.983|, the value of tcount>ttable (|2.725| > 1.983|), the significant value is 0.008 < 0.05 so the result is rejecting the HO and Ha is accepted. The conclusion is that the communication variable (X1) is a factor that affects performance (Y) at PT Lautan Belawan Jaya This is in line with Hamali's theory (2018: 224), "work communication is a process of delivering ideas and information in the form of orders from a leader to employees or subordinates to carry out work tasks as well as possible." Communication and employee performance have an important role in the company PT Lautan Belawan Jaya. Communications run by the company should understand each other between employees who communicate. Poor communication will result in problems with the work done by employees and hinder the company's performance process. Therefore, the PT Lautan Belawan Jaya company must pay attention to good communication between employers and employees or above with employees both verbally and in writing so that there are no more mistakes in company communication.

The effect of Work Environment on Employee Performance

The results of research conducted by researchers prove that there is an influence of communication on performance. The work environment variable has a tcount of |3,069| and ttable |1,983| then the arithmetic value tcount> t table (| 3.069| >| 1.983|) with a significant value of 0.003 < 0.05 so that the results of the study reject HO and accept Ha. Thus, it can be concluded that the work environment variable (X2) is one of the factors that affect performance. (Y) at PT Lautan Belawan Jaya. This is in line with Sedarmayanti's theory (2015: 27), "A working environment condition that will be considered good or appropriate if employees in the company can carry out activities optimally, healthy, safe and comfortable." The work environment at PT Lautan Belawan Jaya is not good because many employees are not comfortable with the company's unsupportive work environment and some employees choose to change places to work. One of the problems that make employees less comfortable at work is the lack of lighting in the workplace, cleanliness of the office and workplace noise and so on. In this case, the work environment can hinder employee performance.

The Influence of Organizational Culture on Employee Performance

The results of research conducted by researchers prove that there is an effect of work stress on performance. The organizational culture variable has a tcount of |-2,091| and ttable |1,983| then the calculated value of tcount > ttable (|-2,091| > |-1,983|) with a significant value of 0.039 <0.05 so that the results of the study reject HO and Ha. Thus, it can be concluded that the organizational culture variable (X3) is one of the factors that influence the performance (Y) at PT Lautan Belawan Jaya. According to Torang (2014: 107), "organizational culture is the basic philosophy of the organization which consists of the dimensions of belief (belief), norms (norms), values (values), and systems (systems) which are seen as core characteristics and become the basis of individuals or groups. to be active in the organization." Organizational culture has not been effective because the cooperative relationship between work units is not good, not only that the provisions or regulations and work discipline are not adhered to and are not implemented by employees with a sense of responsibility. This will hinder the organizational culture that has been planted by the company so that it affects employee performance.

5. CONCLUSION

It is known that the value has a tcount of |2,725| and the value of ttable |1.983|, then the calculated value of tcount>ttable (|2.725| > 1.983|) with a significant value of 0.008 <0.05 so that the results of the study reject HO and accept Ha. Thus, it can be concluded that the communication variable (X1) is wrong. one factor that affects the performance (Y) at PT Lautan Belawan Jaya. The work environment has a tcount of |3,069| and ttable |1,983| then the arithmetic value tcount> t table (| 3.069| >| 1.983|) with a significant value of 0.003 < 0.05 so that the results of the study reject HO and accept Ha. Thus, it can be concluded that the work environment variable (X2) is one of the factors that affect performance. (Y) at PT Lautan Belawan Jaya. Organizational Culture has a tcount of |-2,091| and ttable |1,983| then the calculated value of tcount > ttable (|-2,091| > |-1,983|) with a significant value of 0.039 <0.05 so that the results of the study reject HO and Ha. Thus, it can be concluded that the organizational culture variable (X3) is one of the factors that influence the performance (Y) at PT Lautan Belawan Jaya. Based on the results of the simultaneous test with the F-test of training competence and work stress together or simultaneously have a significant effect on performance.

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