

The Impact Of Organizational Culture And Internal Communication On Employee Performance At The Regional House Of Representatives Office Of East Nusa Tenggara

Pengaruh Budaya Organisasi Dan Komunikasi Internal Terhadap Kinerja Pegawai Pada Kantor Dewan Perwakilan Rakyat Daerah (DPRD) Provinsi Nusa Tenggara Timur

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ABSTRACT

This study aims to analyze the influence of organizational culture and internal communication on employee performance at the Regional House of Representatives Office of East Nusa Tenggara Province. The background of this research is based on the importance of a conducive organizational culture and effective internal communication in improving employee performance, particularly within government institutions that play a strategic role in regional governance. This research employs a quantitative approach using multiple linear regression analysis. The population consists of all employees of the Regional House of Representatives Office of East Nusa Tenggara Province, with a sample of 62 respondents selected through a saturated sampling technique. Data were collected through questionnaires that had been tested for validity and reliability and analyzed using statistical software. The results indicate that organizational culture has a positive and significant effect on employee performance, meaning that the better the organizational culture implemented, the higher the employee performance. Furthermore, internal communication also has a positive and significant effect on employee performance, showing that open, clear, and effective communication can enhance employees' productivity and work quality. Simultaneously, organizational culture and internal communication have a significant effect on employee performance at the Regional House of Representatives Office of East Nusa Tenggara Province. These findings suggest that efforts to improve employee performance should focus on strengthening organizational culture values and improving internal communication systems to create a harmonious and productive work environment.

Keywords: Organizational Culture, Internal Communication, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh budaya organisasi dan komunikasi internal terhadap kinerja pegawai pada Kantor Dewan Perwakilan Rakyat Daerah (DPRD) Provinsi Nusa Tenggara Timur. Latar belakang penelitian ini didasarkan pada pentingnya budaya organisasi yang kondusif dan komunikasi internal yang efektif dalam meningkatkan kinerja pegawai, khususnya pada lembaga pemerintahan yang memiliki peran strategis dalam tata kelola pemerintahan daerah. Penelitian ini menggunakan pendekatan kuantitatif dengan analisis regresi linear berganda. Populasi penelitian mencakup seluruh pegawai Kantor DPRD Provinsi Nusa Tenggara Timur, dengan jumlah sampel sebanyak 62 responden yang dipilih menggunakan teknik sampling jenuh. Data dikumpulkan melalui kuesioner yang telah diuji validitas dan reliabilitasnya, kemudian dianalisis menggunakan perangkat lunak statistik. Hasil penelitian menunjukkan bahwa budaya organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai, yang berarti semakin baik budaya organisasi yang diterapkan, maka semakin tinggi pula kinerja pegawai. Selain itu, komunikasi internal juga berpengaruh positif dan signifikan terhadap kinerja pegawai, yang menunjukkan bahwa komunikasi yang terbuka, jelas, dan efektif dapat meningkatkan produktivitas serta kualitas kerja pegawai. Secara simultan, budaya organisasi dan komunikasi internal berpengaruh signifikan terhadap kinerja pegawai pada Kantor DPRD Provinsi Nusa Tenggara Timur. Temuan ini mengindikasikan bahwa upaya peningkatan kinerja pegawai perlu difokuskan pada penguatan nilai-nilai budaya organisasi dan perbaikan sistem komunikasi internal guna menciptakan lingkungan kerja yang harmonis dan produktif.

Kata Kunci: Budaya Organisasi, Komunikasi Internal, Kinerja Karyawan

1. Introduction

In the era of globalization, competition is becoming increasingly tight and dynamic, where organizations are required to be able to adapt and improve the effectiveness of their performance. One of the key factors that play a role in enhancing employee performance is organizational culture and internal communication. Organizational culture reflects the values, norms, and habits embraced by all elements of the organization. This culture serves as a guideline for behavior and decision-making, as well as creating a distinctive identity for the organization. A strong organizational culture can increase employee loyalty, motivation, and productivity. Organizational culture is an essential element in shaping the identity, behavior, and strategic direction of an organization. It encompasses the values, beliefs, norms, and practices shared by members of the organization in their daily activities. Organizational culture not only shapes how employees work but also influences how they interact with one another, make decisions, and respond to changes.

In a complex and challenging work environment, organizational culture serves as the foundation for creating a conducive and productive workplace. Organizations with a strong and positive culture tend to have high employee loyalty, open communication, and a strong commitment to achieving shared goals. Conversely, a weak or misaligned culture can lead to internal conflicts, unclear roles, and decreased employee performance.

According to Robbins (2015), organizational culture acts as a "social glue" that unites members of the organization through shared values and norms. Organizational culture also serves as a social bond that integrates individuals with diverse backgrounds into a single cohesive value system. This is essential in maintaining team cohesion and fostering a sense of belonging to the organization. In practice, organizational culture can be manifested through management policies, reward and punishment systems, leadership styles, and cultural symbols such as slogans, rituals, and work procedures. Technological advancements, workforce demographic changes, and globalization also demand that organizations adapt their work culture to remain relevant and competitive. Therefore, a deep understanding of organizational culture is crucial, particularly in relation to improving employee performance. With this background, organizational culture is not merely an additional element but a strategic asset that can provide a competitive advantage for organizations. Hence, it is important to study and understand how organizational culture influences employee performance and contributes to achieving organizational goals as a whole.

Internal communication is a fundamental aspect of effective organizational management. In the context of modern organizations, success depends heavily on how information, instructions, and ideas are delivered and understood by all members. Internal communication includes the process of message transmission from leaders to employees, among employees, and from employees to leaders in a reciprocal manner (Luthans, 2011).

Effective communication plays a vital role in building a shared understanding of the organization's vision, mission, and goals. Moreover, internal communication serves as a means to build trust, strengthen working relationships, boost motivation, and create a harmonious work environment. In organizations with effective internal communication systems, employees tend to feel more valued, heard, and have a clearer understanding of their roles and responsibilities.

However, in reality, many organizations still face challenges in building optimal internal communication. Common issues include uneven information dissemination, lack of openness between superiors and subordinates, hierarchical barriers, and ineffective communication channels. As a result, misunderstandings, poor coordination among departments, weak employee engagement, and decreased productivity often occur.

In addition, effective internal communication is key to ensuring smooth information flow throughout all organizational levels. Open, two-way, and transparent communication can

enhance understanding of organizational goals, strengthen interdepartmental coordination, and foster harmonious working relationships. Conversely, poor communication can lead to misunderstandings, internal conflicts, and decreased employee performance.

Employee performance reflects the extent to which individuals can carry out their duties and responsibilities effectively and efficiently. The level of employee performance determines an organization's success in achieving its objectives. Therefore, it is important for organizations to understand the factors that influence performance, including organizational culture and internal communication. Every organization certainly aims to achieve its goals effectively and efficiently. To achieve these goals, support from high-performing employees is essential. However, in practice, many organizations face challenges in optimizing employee performance. Some factors suspected to influence performance include organizational culture and internal communication.



Figure 1. Research Roadmap

2. Literature Review

An organizational culture that is not aligned with employees' values can cause discomfort at work, reduced motivation, and increased turnover. Meanwhile, ineffective internal communication can cause miscommunication, workplace conflicts, and barriers to the flow of essential information needed for daily tasks. Problems arise when the existing organizational culture fails to create a collaborative, open, and adaptive work pattern, and internal communication is not two-way or transparent. This results in reduced employee effectiveness, weak coordination, and a low sense of belonging to the organization.

According to Robbins and Judge (2015), organizational culture is a unique identity that distinguishes one organization from another, based on meanings shared by all its members. Organizational culture functions as a social binder that unites individuals from different backgrounds into a cohesive value system, which ultimately affects loyalty, commitment, and performance.

Various studies have shown that organizational culture plays a crucial role in shaping work behavior, increasing job satisfaction, employee loyalty, and driving performance achievement. Previous research has tended to focus on the relationship between organizational culture and variables such as leadership, organizational commitment, or organizational change.

Communication in organizations, especially internal communication, plays an important role in connecting various organizational parts, creating shared understanding, and supporting both individual and group performance (Luthans, 2011). According to Pace and Faules (2010), internal communication occurs in both formal and informal contexts, both of which are important in creating understanding and building healthy working relationships.

Internal communication is one of the main elements in the sustainability of modern organizations. It includes the process of exchanging information, ideas, instructions, and feedback between various levels of the organization. Internal communication is not only

vertical (from superiors to subordinates or vice versa) but also horizontal (among employees at the same level).

Previous studies have often examined internal communication as a mediator between leadership and performance, or as part of change management strategies. However, few studies have simultaneously examined internal communication and organizational culture as two main variables that directly influence employee performance.

The novelty of this study lies in its effort to integrate organizational culture theory in a more practical and contemporary context, particularly in relation to employee performance in a dynamic work environment. This research also explores the role of organizational culture in shaping patterns of internal communication, offering a new perspective that culture not only influences individual behavior but also shapes the communication system within organizations.

According to Gibson et al. (2006), performance is not merely the result of work but also reflects employees' contributions to organizational goals. Meanwhile, Mangkunegara (2005) defines performance as the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with assigned responsibilities.

Employee performance is influenced by several key factors (Handoko, 2001), namely: ability, motivation, work environment, leadership, compensation, and rewards.

The novelty of this study is that it examines internal communication not only as a means of information delivery but also as a determining factor in achieving employee performance when combined with the influence of organizational culture. This study aims to provide a new conceptual model linking these three aspects simultaneously and empirically test their influence within a specific organizational context (e.g., government institutions or private companies), which has been limited in previous research.

3. Methods

The type of research used in this study is quantitative research with an associative approach, which aims to determine the relationship and influence between two independent variables—organizational culture and internal communication—on the dependent variable, employee performance.

A quantitative approach was chosen because it allows the researcher to objectively measure the influence among variables using numerical data analyzed statistically.

The population in this study consists of all employees of the Secretariat of the Regional House of Representatives (DPRD) of East Nusa Tenggara Province, totaling 62 individuals.

The sampling technique used is saturated sampling (census), in which all members of the population are used as samples. This technique was chosen because the total number of employees is relatively small, making it feasible to study the entire population. Thus, the sample in this research consists of 62 respondents.

4. Results and Discussion

This research was conducted at the Regional House of Representatives (DPRD) Office of East Nusa Tenggara Province, which is a regional legislative body that plays a crucial role in formulating regional regulations, overseeing the implementation of provincial government policies, and channeling the aspirations of the community.

The employees of the DPRD consist of civil servants and contract staff who are responsible for supporting the institution's functions in various areas, including administration, public relations, and services provided to DPRD members.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	34	54,8%
	Female	28	45,2%
Age	<30 yo	10	16,1%
	30–40 yo	28	45,2%
	>40 yo	24	38,7%
Educational background	SMA	8	12,9%
	D3	10	16,1%
	S1	37	59,7%
	S2	7	11,3%
Work Experience	<5 yo	12	19,4%
	5–10 yo	27	43,5%
	>10 yo	23	37,1%

From the table above, it can be concluded that the majority of respondents are aged between 30–40 years, have a bachelor's degree, and have worked for between 5–10 years.

Table 2. Description of Research Variables

Variable	Average	Category
Organizational Culture (X_1)	4,08	High
Internal Communication (X_2)	4,05	High
Employee Performance (Y)	4,21	Very high

In general, employees perceive the organizational culture and internal communication within the NTT Regional House of Representatives (DPRD NTT) as being in the high category, and this contributes to performance levels that are also considered very high. The results of the validity and reliability tests indicate that all variable indicators have item-total correlation values greater than 0.30, and the Cronbach's Alpha values are as follows:

Table 3. Cronbach Alpha values

Variabel	Cronbach's Alpha	Criteria
Organizational Culture	0,892	Reliable
Internal Communication	0,875	Reliable
Employee Performance	0,901	Reliable

Thus, all the instruments are declared valid and reliable for use in the analysis. The results of the multiple regression analysis produced the following regression equation:

$$Y = 12,457 + 0,387X_1 + 0,326X_2$$

Table 4. The Regression Test Results

Variable	Coefisien (B)	t hitung	Sig.	Interpretation
(Konstanta)	12,457			
Organizational Culture (X_1)	0,387	3,721	0,001	Significant
Internal Communication (X_2)	0,326	3,015	0,004	Significant

Simultan F-Test:

F hitung = 32,416

Sig. = 0,000

R² = 0,622

This means that organizational culture and internal communication simultaneously have a significant effect on employee performance, with a contribution of 62.2%.

The Influence of Organizational Culture on Employee Performance. The results of the study show that organizational culture has a positive and significant effect on the performance of NTT Regional House of Representatives (DPRD NTT) employees. This means that the stronger the organizational culture as reflected in values such as cooperation, discipline, and responsibility the higher the employee performance. This finding is consistent with Robbins (2018), who states that a strong organizational culture shapes consistent behavior and performance among members of the organization.

The Influence of Internal Communication on Employee Performance. Internal communication also has a positive and significant effect on performance. Effective communication between leaders and staff, openness of information, and clarity of work instructions can increase task implementation effectiveness. This supports the findings of Luthans (2019), who asserts that good internal communication promotes higher motivation and work efficiency.

The Simultaneous Influence of Organizational Culture and Internal Communication on Performance. Both independent variables together influence performance with a contribution of 62.2%. This indicates that cultural and communication factors are important elements that should be given attention by DPRD leaders in efforts to improve employee performance.

5. Conclusion

Based on the research results, the following conclusions can be drawn:

- a. Organizational culture has a positive and significant effect on employee performance.
The stronger the implementation of work culture values, the higher the resulting performance.
- b. Internal communication has a positive and significant effect on employee performance.
Clarity in communication flow and openness of information encourage greater work effectiveness.
- c. Organizational culture and internal communication simultaneously have a significant effect on employee performance, with a contribution of 62.2%. This means that these two factors together serve as key determinants of employee performance within DPRD NTT.

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